



Ontario Tourism Marketing Partnership

Packaging Handbook
for
Tourism Suppliers

Prepared by



the Tourism Company

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Ontario Tourism Marketing Partnership

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A complete listing of Ministry of Tourism Field Staff is presented in Appendix E.



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"Project Magnet – Creating the Vision for Ontario" Craton, Lodge and Knight Co. Ltd., 1992



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Introduction

Why another packaging handbook?

Over the last number of years, a number of provincial and federal efforts have focused on 'how to' manuals for packaging in the tourism industry. Many of these manuals were used as resources for this manual. All of the manuals are useful.

This Handbook is intended to act as a resource for those operators who are ready to invest the time, trust and energy to build packages for visitors to Ontario and get them to market. This manual moves beyond the theoretical and moves quickly into the 'now what' stage. Many examples from the industry are presented throughout the Handbook to address front line issues of packaging. It also works towards specific opportunities and demand in the marketplace that packages can meet. In other words, it provides you with the tools and process to design new combinations of experiences that will attract new or more customers to your Ontario operations.

How to use this Handbook

The Packaging Handbook is presented in three main sections and a number of appendices. Section One answers the questions – what is packaging and why would you do it? Section Two outlines a number of steps to building a package and presents words of wisdom gathered from front-line operators. Section Three provides a series of worksheets for your use as you build your packages. You may want to keep a copy of blank worksheets for use in the future. The appendices provide some detailed information for your reference and use.

The Link to OTMP

The Ontario Tourism Marketing Partnership is actively pursuing a number of strategic directions – packaging is one of these areas. Research on what visitors to Ontario are looking for has been used to identify areas of highest interest. These market opportunities are included in the appendices of this Handbook to assist you as you build your packages.

OTMP also facilitates a link to the marketplace through advertising and marketing opportunities that reach the same markets that the packages are being built for. Contact Field Staff in your area for the most current information.

For OTMP Information contact: 416 325 9832 or www.ontario-canada.com/ then go to "Tourism".

Glossary of Terms – A Quick Guide

A number of terms and acronyms are used throughout this handbook. The list below provides a quick reference point for these terms.

- CTC** Canadian Tourism Commission -- public/private partnership, which promotes Canada's tourism product to the world. See Appendix E.
- CVB** Convention and Visitor Bureau – a marketing organization that promotes a city or region to both visitors and the meetings and conventions markets.
- DMO** Destination Marketing Organization – an organization dedicated to developing and marketing tourism, typically defined by a geographic or political area such as a town, city or region.
- Consolidator** Someone who puts all the ground components of a package together. For example, bus, activities, accommodation, programming.
- FAM tour** Familiarization tour – a sponsored tour for travel writers, agents and other influencers to introduce them to a new or refined tourism experience/facility.
- FIT** Fully Independent Travel – travel that is independent, not part of a group.
- Hub and spoke** Hub and spoke is a travel pattern where the traveller stays in one place for a number of days and takes different day trips from the central point. This is in contrast to 'touring' where the traveller changes location every day or so.
- OTMP** Ontario Tourism Marketing Partnership -- public/private partnership that markets Ontario's tourism product. See Appendix E.
- Outbound Operator** An operator that sells the travel experience to outbound travellers. For example, buying a trip to another country that you buy before you leave.
- Receptive Operator** An operator that sells the travel experience in the market where it takes place. For example, a tour that you buy once you are at your destination.
- Travel Trade** People and companies that resell travel product to the visitor that they have bought and reserved from other parties.
- TICO** Travel Industry Council of Ontario -- an organization that administers the Travel Industry Act, which governs travel agents and wholesalers registered in Ontario. It also governs the Ontario Travel Industry Compensation Fund. See Appendix E.

Section One

What is Packaging...
and why would I do it?



What is Packaging?

When a tourist plans and books a trip to a destination for leisure purposes, they are buying an experience comprised of a range of products. A package, from a tourism perspective, is the linking of a number of individual products/services into a single experience, typically for a single price. A package is a saleable item, with a set price for a set period of time. There is a broad range of products and services that can be linked in a package, including:

- Food and beverage
- Accommodation
- Built attraction – museum, art gallery, theme park etc.
- Natural attraction – waterfalls, scenic vistas etc.
- Transportation
- Programming – gourmet cooking, wine tasting, wood carving etc.
- Guided tour
- Entertainment – theatre performance, stage show, concert
- Event/festival
- Shopping
- Activity – hiking, kayaking, alpine skiing, snowmobiling
- Ability to experience local culture.

Packages can be linked in many ways and for a variety of lengths of time – from a half day to multiple day packages. It is important to note that packages are not limited to the group market and, in fact, are getting increased demand from the independent traveller.

Packaging for Groups versus the Individual Traveller

Packaging for groups, such as motorcoach tours, clubs or organizations, has different needs and characteristics from packaging for the Fully Independent Travel (FIT) market. Group tours are typically very tightly scheduled, expect discounts as a part of the package and are sold through a third party. They also have specific capacity requirements for such facilities as bus parking, washrooms and food and beverage outlets. Packaging for FIT, on the other hand, can be more flexible and may offer some price reduction, but more likely includes unique, value-added features.

This Handbook focuses primarily on packaging for the FIT market, where there is significant demand and growth potential for packages that offer a range of experiences in Ontario.

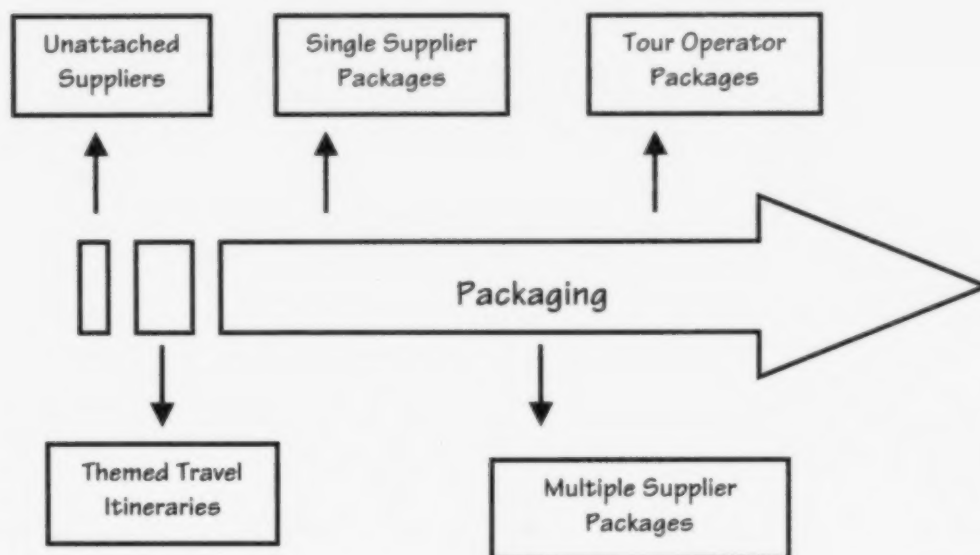
Packaging versus Product Development

Packaging is only one step in product development. Product development includes a broader range of features and can include everything from the physical set-up of your operation to the training you provide for your staff.

All tourism products are not necessarily ready for packaging opportunities. For example, an operation that cannot provide interpretive staff during the low season or which has hours that are somewhat restrictive may not be ready for packaging. The readiness of the operation, its owners and stakeholders to deal with partners may also be a barrier to packaging. To test your market readiness for packaging, complete the "Market Readiness Checklist, on page 3-2.

The Stages of Package Development

The packaging development continuum is the process by which an individual product is converted into an experience. Packaging is one step along the product development continuum as outlined below.



A more detailed description of each stage of packaging follows, which outlines customer benefits and what it means to a tourism supplier who is providing the package. Potential benefits of packaging from a supplier perspective are presented in the following section.

Stages of Package Development

	Customer Benefits	Supplier Resource Commitments
Stage 1 Unattached Attractions, Facilities and Services	✓ Minimal beyond core services ✓ Minimal linking of complimentary facilities or services -- perhaps display of lure brochures from other suppliers ✓ Minimal value added	✓ Minimal beyond base level marketing and operations
Stage 2 Themed travel itineraries	✓ Convenience of organized trip planning information, potentially including assistance with customizing itineraries ✓ Linking of complimentary facilities and services through a market desired theme; ✓ Value added could include coupons/discounts and momentos -- i.e. Circle Tour Certificate, 'passports'.	✓ Co-ordinated advertising among multiple suppliers to support/enhance theme ✓ Investment in coupons/discounts and momentos ✓ Staff awareness/time to provide trip planning information and promote the itinerary ✓ System for distributing, collecting, accounting for coupons/discounts; system for distributing momentos
Stage 3 Single Supplier Packages	✓ Themed experience in response to market interest ✓ Convenience of bundled services with single point of purchase ✓ Enhanced trip planning service ✓ Value added through price savings and/or enhanced offer	✓ Investment in advertising/promotion of package ✓ Investment in price discounting/enhancing offer ✓ System for recognizing package customers and delivering package services, accounting for discounts ✓ Allocation of inventory -- rooms, seats.
Stage 4: Multiple Supplier Packages -- single point of sale/single purchase; multiple points of sale/single purchase; multiple points of sale/multiple purchases	✓ Themed experience in response to market interest ✓ Convenience of larger bundle of services, single purchase -- less for multiple purchases ✓ Enhanced trip planning service ✓ Value added through price savings and/or enhanced offer	✓ If one supplier purchases and resells others services/facilities, then investment in "supplies" ✓ Investment in co-operative advertising/promotion of package ✓ Investment in price discounting/enhancing offer ✓ Systems and policies for bookings, cancellations, and tracking/recognizing customers in multiple locations, distribution of revenue among suppliers, accounting for discounts ✓ Staff time/knowledge to sell packages, off-site bookings, customer tracking ✓ Allocation and availability of inventory ✓ Time to invest in partnership relationships
Stage 5 Tour Operator Packages	✓ All of benefits from Multiple Supplier Packages, plus "insurance" of deposit and pre-payment (for Ontario residents) ✓ Broader sales and distribution network	✓ Investment in discounted price/commissions ✓ Allocation and availability of inventory such as rooms, theatre seats etc.

Stage 1: Unattached Attractions, Facilities and Services

Stage 1 includes any tourism service or facility that is not connected to other facilities and services. For example:

- bed & breakfast, inn, hotel, motel, resort, or campground;
- theme park;
- national/provincial park/conservation authority;
- restaurant;
- boat tour;
- theatre; and
- museum.

Stage 2: Themed travel itineraries

Themed travel itineraries are typically self-guided routes that link like facilities. An example is the "Make a Garden Tour" which links greenhouses, flower shops and garden centres from Pickering to Belleville to Peterborough. Travellers use the guide map to go wherever they wish on the tour, but have made no obligation ahead of time. Other examples are Niagara's Wine Tour that highlights the many vineyards in the area and the many Studio Tours around the province, which showcase artists' studios through maps, and present routes for walking, or driving. The "African-American Heritage Tour" is a good example of a themed travel itinerary linking a number of facilities that played a role in the Underground Railway from the United States to Canada into an experience for the visitor.

Stage 3: Single Supplier Packages

A single operator provides the package. Examples include:

"Tides, Whales and Lighthouses", offered in New Brunswick – includes a 2 hour whale watching cruise, marine interpretation, use of foul weather gear, and a snack for \$35 per adult.

"Explorer's Passport" sold by The Niagara Parks Commission, which includes passes to three major attractions and an all-day transportation pass for one price.

Stage 4: Multiple Supplier Packages

There are a number of models of multiple supplier packages, with the main point of difference being how and where the 'sale' takes place from the visitor's perspective.

Single point of sale/single purchase

One lead supplier purchases all other components of the package. The visitor buys the package from this lead supplier. For example...

Fredericton's "River of History Tour" – 2 nights accommodation, 1 hour cruise aboard 'The Carleton', family pass to King's Landing, \$30 meal ticket, kids T-shirts, 1 hour historical walking tour of City of Fredericton, special Fredericton treat. Sold by Howard Johnson Hotel for \$239 per family of four.

Theatre/accommodation package that includes a guestroom, 10% off show tickets, parking and a \$25 voucher for the in-house restaurant.

Multiple points of sale/single purchase

The guest pays just once, but can purchase the package from any of the participating partners.

"The Gourmet Trail" in British Columbia is offered by five upscale inns, located on Vancouver Island and Salt Spring Island. The package is available at any of the hotels for the same price and same features, or they can be linked into a six-day tour. For \$650 per couple (June to September) and \$550 per couple (May to October), you receive a 4-course dinner, accommodation and breakfast for two.

The Causeway Coast "Golf Links Package" sells for \$185 and provides you with a ticket to four golf courses within a 20km radius in Ireland. Tickets are valid for play over a 2-week period and can be purchased from any one of the courses. It is available only to golfers living outside Northern Ireland.

Multiple points of sale/multiple purchases

The guest buys each component of the package directly from each partner.

"Inn to Inn Snowmobile Tour" in eastern Ontario – can be purchased at any of the participating inns. The first inn you contact will book the remainder of your trip for you, but you pay at each inn. Therefore, the visitor is making multiple purchases.

Stage 5: Tour Operator Packages

Any of the above example packages can also be 'tour operator' packages, simply by selling them through a different channel – a third party. The third party acts as the agent for the package. Packages can be sold through receptive tour operators, who sell to visitors arriving at the destination or through outbound operators, who sell in the country of origin before the visitor departs. Receptive tour operators and outbound operators can offer either custom or scheduled tours.

For the customer, the main differences of a tour operator package are 'insurance' of deposit, the need to pre-pay and a broader sales and distribution network to buy from.

There are significant differences in a tour operator package from the supplier perspective. Once you sell through a tour operator, your legal liability increases. For example, if you sell through an operator who sells to the German market, you must deliver exactly as advertised or you could be sued. There is also an opportunity for the supplier to "use" networks/databases/contacts the tour operator has developed to sell their product. Some tour operators are good at continually building demand for your product, while others are not. Therefore, you need to evaluate the relationship with tour operators on a regular basis. The relationship with tour operators is two-way. You must continually encourage the tour operator to sell your product by keeping your product top of mind. Provide them with the tools they need to highlight your product such as photos and other marketing materials, familiarization tours, and updates on 'what's new'. Additional discussion on the role of the travel trade is presented in Sections Two and Three.

Why Package?

Packages have many advantages for you as a tourism supplier. Remember, however, that packages should be only one part of your product offering. Here are some advantages to packaging for you to consider – from the visitors' point of view and from your point of view as an operator. The benefits from packaging listed below will vary with the type of package you design and deliver.

Packages sell! Visitors want packages!

Packages or itineraries that someone else has already thought through simplify planning for the visitor. A package provides one stop shopping, often at one, all-inclusive price. In many cases, a package costs less than when the customer assembles the same product into an experience themselves. For some travellers, this is an attractive feature. Visitors first look for a destination or area to visit and typically base this on a region or area that has the type and variety of attractions and services they are seeking. Then, once that destination has been identified, more detailed planning takes place. Some like their entire trip planned ahead of time, with a detailed and fully planned itinerary. Others will use packages as only part of a larger experience.

F.I.T. is a growth market

Fully Independent Travel (FIT) is growing. With this growth, there is increased demand for packages as part of an independent travel experience. Packages for the FIT traveller can be as short as two hours or be many days in length. For example, an independent traveller can book a farm stay package in New Zealand that enables them to pick and choose from an extensive list of farms throughout the country. They are still free to pick and choose where they go and what they do, but have the accommodation element secured. A family from the mid-west U.S. on a three-week tour of Ontario may want some structured days included in their itinerary.

Competitive advantage

By creating a new experience through packaging, you can give yourself a competitive advantage by offering a combination that is not offered by others. Packages have been successful at driving significant revenue streams without capital investment.

Encourages repeat business

Packages with new components or value-added features, which are not available during normal operations, will be attractive to some visitors. For example, the only way you can see backstage at the theatre or see the chef in operation is through a package. By adding these extras, you make your offering different than others, and also build repeat visits.



Allows guests to have a 'trial run'

You can package a short experience to entice travellers to a new product or new facility. It allows them to try the experience without a big commitment of time or money. For example, Ste. Anne's Spa used this approach and introduced a series of one day spa packages from Toronto, with VIA Rail as a partner.

Makes the experience 'new'

By simply adding a new feature or theme, a product is seen as 'new'. Seasonal residents who never visit may be motivated by your package to visit and bring along their guests from out of town. Similarly, guests who traditionally visit in one season may be motivated to return in another season to take advantage of the new experience.

Extends market reach/leveraged marketing

In many packages, you will be joining forces with other tourism suppliers in different businesses or who serve a different clientele. By joining forces you have told a new group of travellers about your product. In addition, any marketing/advertising you do in partnership with other suppliers within the package will leverage your marketing resources for stronger market reach. For example, an inn to inn experience linked by a themed event may introduce your property to someone who is outside of your 'normal' geographic reach. A package which has a theatre experience as the main component, but also includes 2 for 1 admission at an area museum may attract visitors to the museum who would normally not consider it in their itinerary. This approach was used successfully in a Kingston area package, with an historic B&B/1000 Island Cruise package that included incentives for optional activities.

Provides a 'story'

A well-designed package provides you with a reason to make new contact with media, travel trade and your customers. You can 'announce' the package in a creative manner to build interest.

New partnerships

Many first-time packagers have little trust in working with competitors. However, time after time, the experience is a positive one. New relationships are built that can extend beyond packaging including shared databases, a new approach to advertising, and experience with new/different technology. What you share and learn is a very individual decision, but packaging provides one avenue to test new relationships.

Yield management- fills low periods of time/builds volume/steers demand/creates demand

Packages can be designed to manage yield or create demand during low periods. Low periods can be days of the week in your peak season or weeks or months when your site is not busy. For example, the RMS Segwun created an overnight dinner cruise in

partnership with other area suppliers (resorts, restaurants) and brought them all business on Sunday night and Wednesday night in the summer season when the ship typically sat idle and the resorts and restaurants had extra capacity. A well-known example is a hotel/motel that is full mid-week with business travellers who then offers a family getaway package to motivate weekend stays.

Pre-booked business

Business that is booked ahead of time through packages allows you to shift your efforts/resources to other business/market opportunities. This happens primarily with packages sold through the travel trade.

Predictable cash flow

Early payment/deposits from the sale of packages provides predictable cash flow - you know now, what your cash flow will be later. This benefit is particularly important for some operators when typical booking periods are short. This will vary with the type of package as well - a weekend getaway package or day trip will not necessarily prompt earlier booking if sold directly to the visitor. But packages that have a longer time commitment and have a higher financial commitment from the visitor, and are sold through the travel trade may bring earlier cash flow.

Opportunity to increase margins

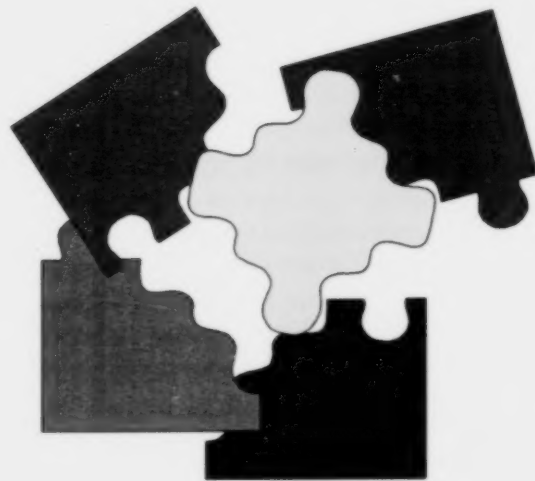
Many tourism operators assume that a discounted price is a necessity when building a package. However, packaging is also an opportunity to increase your margins by adding a low cost feature which has high value to the customer and therefore, allows you to raise the price. For example, by including a 'private viewing' at a local art gallery as part of the tour, you have added value. In fact, the private viewing takes place one hour before the gallery is open to the general public and so, has very low or no cost to you.

Contributes to bottom line/against fixed costs

Packages that are designed to motivate business in low periods of demand can provide cash flow at times when you normally have little or none. This contribution towards fixed costs can be an important benefit of packaging.

Section Two

Building a Tourism Package



The Steps to Building a Tourism Package

There are a number of basic steps you must go through to build your package, which are outlined below and detailed in the following pages. Each step has an important function as you move forward with your packaging. For each step, a series of questions or "what ifs" are presented, as each package will be unique.



1. **IDENTIFY MARKET OPPORTUNITY**  To define target markets and the type of experience they are looking for.
2. **DEFINE YOUR REASON FOR PACKAGING**  To ensure that your package supports your objectives.
3. **DEFINE PACKAGE COMPONENTS**  To identify what is in your package, to determine if you need partners and if so, who?
4. **IDENTIFY PACKAGING PARTNERS**  To build the complete package.
5. **CREATE AND NURTURE PACKAGE PARTNERSHIP**  To establish a sound working relationship with package partners.
6. **DEVELOP DETAILED ITINERARY**  To understand each step, no matter how small.
7. **PRICE THE PACKAGE**  To ensure you are competitive while reaching your own financial goals.
8. **NAME OR THEME THE PACKAGE**  To create a presence and sales tool.
9. **DEVELOP OPERATIONS PLAN FOR THE PACKAGE**  To ensure that you and your staff understand the implications on operations and sales.
10. **COMMUNICATE OPERATIONS PLAN FOR THE PACKAGE**  To make sure all your staff understands and contributes to the package.
11. **MARKET AND DISTRIBUTE THE PACKAGE**  To sell and distribute your package in the most efficient manner.
12. **TRACK RESULTS/EVALUATE**  To provide you with sound tools to evaluate your efforts – should you continue or exit?
13. **REFINE PACKAGE**  To respond to input received and to improve for next package offering.



1.

IDENTIFY MARKET OPPORTUNITY

You must identify the target market to understand the type of experience they are looking for. This understanding forms the foundation for building your package.

There are a number of **sources of information** for you to identify the market opportunity as outlined below. Lists of contacts are included in Appendix E.

- **Market knowledge.** Start with what you know. What are customers asking for? What activities are growing in demand? How can you retain existing customers better? How can you attract desirable market segments? What can you learn through industry associations that you belong to or Ministry of Tourism Field staff, area Destination Marketing Organizations (DMOs), and Ontario Travel Information Centres (OTICs)? Contact information for Field Staff is included in Appendix E.
- **The competition.** What are competitors doing? Think of your competition as any leisure activity that competes with your experience for the time and money of visitors and residents. Look beyond your immediate region and province. After all, when overseas and U.S. visitors think of Canada, they have a wide range of activities and experiences to choose from. Can you match or exceed what is offered elsewhere? What do you see on your own travels?
- **Market research.** OTMP has completed an analysis of a wide range of product and market research to identify the best market opportunities for Ontario tourism suppliers in the near future. Regional itineraries, such as the Shakespearean Tour, Historic Huronia Tour and Frontier Trail Tour and themed experiential tours, such as Gardens and Arboretums, Ontario's Marine Heritage and National Parks in Ontario are intended to highlight itineraries throughout Ontario, promote longer stays and encourage more travel throughout the province. A complete list for 2000/01 is included in Appendix C. The Canadian Tourism Commission, the Tourism Industry Association of America and many special interest organizations (Ecotourism Society, Ski Canada etc.) also have relevant research available. Refer to the appendices for the details and apply them to your operation with a critical eye. When using the Internet for research, use credible sources only, as there is no quality control on information on the Internet.
- **Demographic information** can also play a key role in identifying trends for the future. Statistics Canada can produce customized reports from the census. Articles and books in the popular press by such authors as David K. Foot (Boom Bust and Echo 2000) and Faith Popcorn (The Popcorn Report) are also good sources of demographic and trend information

Your target market can be defined by a number of variables as presented below. Each of these variables will have an influence on how you design and market your package.

Where they come from...

- Domestic, U.S. or overseas.
- Local/regional
- Year round or seasonal residents



How they travel...

- Fully Independent Traveller (FIT)
- In a pre-arranged group. What size is the group?

Who they travel with...

- As a family – how many generations? How old are the children?
- As a couple
- With friends
- Alone

What they like to do...

- Adventure – soft (less active) or hard (very active)
- Culture – museums, historical sites, natural heritage, etc.
- Experience various cuisine
- Shop
- Automobile touring
- Ecotourism and other conservation activities

How they connect their experiences...

- Tour – travel from place to place to combine a number of activities in one trip.
- Hub and spoke – set up a home base to take day trips from.

What their financial resources are...

- Do they want a high-end experience or a value-based experience?

When they plan and book travel...

- plan and book last minute or plan and book months in advance.
- Spontaneous traveller.



Once you start to get a picture of who you are targeting, you should then ask yourself the following questions:

- Are these opportunities compatible with the markets I currently attract or wish to serve? For example – is it appropriate for a hunting camp operator to market to ecotourists?
- Is the market big enough to target for my product?
- Is the target market available when I have capacity/inventory?
- Is the target market compatible from a price point and level of quality perspective – can you deliver what they want?
- Are they affordable to pursue from a time and cost perspective and in relation to other market opportunities?
- Is the target market receptive to new experiences?

From the voice of experience...

The more in-depth understanding of who you are targeting makes the packaging exercise easier. This approach was a key to the success of a hotel/train tour package introduced by Pinewood Park Inn Resort and Conference Centre.

2. DEFINE YOUR REASON FOR PACKAGING

It is important to articulate your reasons for packaging to ensure that your package supports your objectives. What do you want to achieve by introducing a new package or itinerary? There are many reasons to package as outlined below.

Fill periods of low demand...

- To keep staff busy.
- To utilize physical plant.

Financial objectives...

- Improved cash flow
- To generate contribution towards fixed costs during slower periods or off-peak times.
- Increased sales from non-package components – i.e. gift shop, restaurant, etc.
- Increased margins and profit.
- Increased revenue from current clientele by increasing length of stay.

Build repeat business...

- Provide a new reason for coming back.

Build new relationships...

- Extend marketing reach

Introduce a new product...

- To create new demand
- To encourage repeat visits
- To attract new target market

Capitalize on a special event/opportunity...

- In celebration of your own operation – i.e., 25th year of business
- Traditional holiday periods – Easter, New Year's
- Anniversaries, weddings, reunions
- Local/regional events – fall fairs, studio tours

When you set your objectives, be as specific as possible. For example – increase business by 10% in October and November. Or, sell 5 trips in the first year and 10 in the next year.

From the voice of experience...

The more detailed the objectives, the more accurate the monitoring of success and in turn the greater opportunity to grow your package business.

3. DEFINE PACKAGE COMPONENTS

Defining the package or itinerary components helps you evaluate if you need partners or can build the package on your own. Think about and plan each part of the package or itinerary from the visitors' point of view. To help your planning, ask yourself the following questions...

Where will most of the visitors come from and how long will it take them? The answer puts limits on the timeframe of the package, particularly for a half-day or full-day package.

Is the experience in a remote area? **Should a meal be included** as part of the package or 'on their own'? Catered or picnic? Fast food or fine dining?

Will visitors need any **special equipment** (bikes, binoculars, skis etc.)

Is **accommodation** an important part of the experience or will they likely make their own arrangements?

Is it an outdoor experience that is **subject to weather conditions**? Do I need alternate 'rainy day' plans?

Is an **interpreter, guide or host** required?

How will visitors **travel** between stops – on their own or does the package need to include transportation?

Is a 'branded' experience **important to the visitor**? For example, is it a value-added feature to have a well-known outfitter as part of the package, or can you use a variety of outfitters to supply equipment/expertise?

Is **capacity of one component a limiting factor**? If so, how can capacity be expanded? You could use a number of similar suppliers who provide the same/similar experience to reach the capacity you need. For example, a number of outfitters may be needed to provide equipment such as snowmobiles or kayaks.

Once the major package components are identified you then need to ask yourself...

Can I meet these opportunities alone? In partnership with others?

What do we currently offer that we do well and would add value to another supplier?

From the voice of experience...

Ensure all package components are compatible in terms of service, quality level and business culture.

4. IDENTIFY PACKAGING PARTNERS

Often you need partners to complete the package you are building. As you consider who makes the best partner for your package, think from the visitor's perspective – what is the overall experience the visitor is looking for? And remember that it is not always 'hard' goods that you need or that you can contribute. Programming expertise/design and local knowledge, for example, can add unique components to a partnership. Think about...

- ✓ **Private sector operators** of all sizes and from all sectors – the van rental company, the local step-on guide, a restaurant, art gallery, B&B, retail stores. On and on!
- ✓ **Public sector operators** such as parks, conservation authorities, historical sites, museums, municipal theatres.
- ✓ **Look beyond traditional tourism suppliers** to include a really unique aspect. For example, a regional radio station played a leadership role in developing the themed itinerary "Make a Garden Tour". "
- ✓ **The hidden gems can add real value.** Hidden gems are those local attractions or natural features that very few people know about. Sometimes, the owners/operators of these hidden gems will not think of themselves in the business of tourism, and so will need some convincing to become involved. Some hidden gems recently involved in tourism packages are the Diefenbaker Bunker in the Ottawa area and the Indian Motorcycle Collection in Campbellford, Ontario.
- ✓ **Look right next door! Look beyond your own property.** Who are your neighbours? Just because you haven't worked with them in the past, doesn't mean you can't work with them now! Access to the trails that start next door may be an important feature to your guests.
- ✓ **Look beyond traditional boundaries.** For example, a circle tour may take your package (and your guests...!) into areas that provide the most unique feature of the package.

From the voice of experience...

Look for partners from both an experience perspective and from an operational perspective. For example, does one partner have a call centre/sales staff that can be used for this new package? Compatible goals and ideals of the private sector partners was an important component to the success of the "STOP" program, developed in the Ottawa Valley.

5.

CREATE AND NURTURE PACKAGE PARTNERSHIP

Creating and nurturing the partnership is almost as important as building the package itself. It is important to establish a sound working relationship with your packaging partners.

Building a package with other tourism suppliers means negotiating your relationship. Negotiations are all different, mainly because the *people* negotiating are all different. Here are some general guidelines for you as you create your packaging partnerships...

- Remain flexible in order to be responsive to ideas of other partners – but stay focused on your own objectives and what the customer wants.
- Share any philosophical approaches to doing business as well as any facility limitations/opportunities in early discussions. For example – is there a religious affiliation? Smoking versus non-smoking; are children encouraged/discouraged? Accessible and appropriate for physically challenged? Special language skills?
- Anticipate and plan ahead for the trade-offs you are prepared to make and know your limits. How much can you realistically lower or raise your price? Are there additional features that you are prepared to add?
- Record agreements as you go.
- Make sure you are negotiating with the right person. Is it a strategic decision? Do you need to talk to the operations person once you move to the details?
- Invest enough time to determine if there is a 'fit' between the partners – different goals and motivations may not be immediately apparent.
- Trust your instincts and don't force a partnership.
- Ask as many questions as you need to!

A key factor to any successful partnership is open, frank, and frequent communications. It will be important to determine how you and your package partners will communicate.



From the voice of experience...

Host planning meetings at the sites of the various partners to introduce all the players to the rest of the package components. This knowledge of the other operations becomes invaluable in selling the package, as each partner can talk first hand about the others. This approach was particularly effective in the development of the Spirit Walks in the Kawarthas.

6. DEVELOP DETAILED ITINERARY

Building a detailed itinerary, step by step, helps you to understand how to price it, identify who brings what to the table, and to understand the impact on your operations. But most importantly, this detailed planning helps you design the optimum experience for the visitor by ensuring that everything fits together in a logical fashion.

To plan your detailed itinerary, start by blocking major sections of time for each activity. Then add in time for travel, viewing, taking pictures, shopping and interaction with local hosts/residents and culture.

Consider the following:

Contingencies... for bad weather, for delays in transportation.

How much time is enough at each stop along the way?

How do the individual parts of the experience connect? Connections can happen, for example, by transportation (snowmobile, van, bus, bike, foot, canoe, etc.), by interpretation by a guide or audiotape.

Does the amount of structured time versus unstructured time fit the needs of your target market?

The length of the package. A half-day package will have different needs than a multi-day package.

Once the itinerary is developed, pre-test it by actually doing the complete trip to test all components. A pre-test will confirm actual travel time between stops and identify issues with operations/facilities included in the package. And remember – sometimes simpler is better!

From the voice of experience...

Have someone not involved in the detailed planning review your detailed itinerary to see if it makes sense to them.

7.

PRICE THE PACKAGE

Price and pricing are major determinants of profitability. Therefore, you must price your package to ensure you are competitive, while achieving your own financial goals. The price is also an important marketing tool. In determining how much you should sell your package for, one good rule of thumb is to meet your costs of providing the package. Your price should also reflect good value for money. A good check to determine if this is the case is to compare the package price to the price when all the individual components are added up. Many visitors expect to buy a packaged experience for less than it would cost them to assemble it on their own or to receive a unique feature, available only with the package.

Beyond these two guiding factors, you must also consider:

- Your market niche. How are you positioning your product, your operation (e.g., luxury market, middle market, budget market)? and
- Your competitors' pricing.

The price of your package has a number of components to it, as outlined below.

- Total variable costs per person
- + Total package fixed costs
- + Marketing costs
- + Overhead costs, including gratuities
- + Commissions (if applicable)
- + Your Profit
- + Taxes, if appropriate.

Or put another way...

- What you are charged for each person
- + What you have to pay no matter how many people arrive/visit
- + What it costs you to advertise, promote and sell the package
- + Any other overhead costs
- + What you agree to pay a third party for selling the package, if applicable (i.e. travel agent commissions)
- + Your profit margin, if not included in costs estimated above.
- + Taxes, if appropriate.

Variable costs

These are the costs that change depending on how many clients are booked. Typically such costs are incurred on a per person basis. For example:

- meals, snacks and beverages;
- accommodation e.g. room rates, single supplements;
- entrance fees at entertainment facilities, parks, theatres; and
- rental of special equipment (binoculars, canoe/paddles).

Package Fixed costs

These are the costs that are specific to the package and remain fixed regardless of how many clients are booked and may include such costs as:

- chartered transportation e.g. motor coach, airplane, van rental; and
- guide or interpretive services.

The price per person may change with the number of participants, as there are more people to spread the fixed costs across. This will become particularly evident if you offer a package designed for FIT travel to the group market. Will give lower your price to reflect this or keep at the same level to achieve increased margins?

Package Marketing Costs

These are costs that you incur as a direct result of marketing this package, and could include:

- Paid advertising in appropriate publications (OTMP Guide, local newspaper, magazine);
- Lure brochure;
- Travel trade information kit;
- Direct mail to former guests;
- Web page; and
- Hosting of travel media/OTMP staff.

Overhead

This would typically be an allocation towards your overhead and will include such items as office rent, administration, mailing, telephone and other communications costs. Because this is an allocation, it is not as precise as some other components of your pricing. You should also include gratuities if appropriate. It is also useful to factor in costs that may be unanticipated or a contingency.

Commissions

Commissions must be built into your package price when a third party is compensated for selling your product to visitors. Commission can be from 10-35% of the package price.

Your Profit

Your profit should be built into your portion of a package before negotiating with other partners, in a multiple supplier package.

Taxes

In a package that you are pricing for the Travel Trade to resell on your behalf, you must include your taxes. In the case of other selling options, you can include or note that 'taxes are extra'. An all-inclusive price that includes taxes will be attractive to many purchasers.

What is a Margin?

The margin is the difference between your net costs (described above) and the final package price. The markup should cover the cost of commissions to be paid to suppliers and importantly, your profit. In the final analysis, the price you set should make you competitive within the market.

Setting the Package Price on a Per Person Basis for Group Tour Packages

It is common practice in the tourism industry to calculate per person costs by dividing total costs by 70% of the number of persons expected to purchase your package.

Some tips as you price your package...

- Know your fixed costs and determine how low you can afford to go. This information is competitive information and is for your use only.
- Review competitive packages to determine if yours is attractive/competitive.
- How does the price appear when reviewed in context with other area offers? Do the value-added features of your package justify a higher price?
- Look for opportunities **to increase your margins** by adding value. This can be achieved by adding a feature that the visitor values highly, but that has no or low cost to you. For example, late checkout, a trip momento (T-shirt, hat, photograph), a tour of the 'back of the house' (the kitchen, the stage), a free dessert. Other examples of added value to increase your margin and enhance the package include:
 - A guest appearance of local historian, author or chef;
 - Servicing for special equipment needs--an alpine ski package which includes free ski waxing or the use of high end demonstration skis for 2 hours; and
 - A local feature or benefit added in -- a fly-fishing package, which includes local flies.

From the voice of experience...

Look for the opportunity to increase your profit margin by adding a low cost feature that is perceived by your target market as having high value.

8

NAME OR 'THEME' THE PACKAGE

Naming or theming the package may seem like a simple step. The name of the package is your opportunity to create a presence, as it can act as a sales and marketing tool. Is it acceptable to the markets you are targeting? Are there different meanings in another culture?

Some good examples to consider...

Stress Express – the half-day and one day spa packages offered by Ste. Anne's Spa, done in partnership with Via Rail. "Express" can tie into the train and also to the short stay.

Passage to Rosseau – an overnight cruise on the RMS Segwun. The word 'passage' brings to mind a bygone and elegant era, which ties in with visits to private cottages on millionaires' row.

Inn to Inn Snowmobile Package and **Inns & Arts** tells you exactly what the packages are. These package names are short, simple, and effective.

You can even go as far as creating a brand with a logo and symbol as has been successfully done with the Maple Kaido route, a circle tour in Ontario developed specifically for the Japanese market.

As you consider a name for your package, think of weaving the story and painting the picture by using key words or phrases that create the image. Take time to research historical and cultural accuracy as well.

From the voice of experience...

Look for a catchy name that is short, easy to remember and tells something about the package. This will make it easy to include in all marketing and sales tools.

9.

DEVELOP OPERATIONS PLAN FOR THE PACKAGE

There are many questions that you will have about how a package really works – between the partners of the package, for your own operation (internal operations plan) and between the visitor and the tourism supplier. By completing an operations plan, you will be better prepared for the 'unexpected' because you have taken the time to anticipate all contingencies. Read on to find out more about the "behind the scenes of packages"!

For the Visitor



For the Tourism Supplier

**Booking the package**

The most ideal situation for the visitor is one contact number that can be called. But this will depend on where the package is on the package development continuum.

The central booking agent, facility, or consolidator reports to each component of the package. Some tools include weekly booking report from the central agency to each supplier via email, fax, telephone, or partner-only section of web page. Each sales staff/effort must be consistent and be supported by training.

Guaranteed Space

Expected! In booking the package, however, the buyer must be made aware of any minimum or maximum requirements – for example "Cook with the chef" package requires a minimum of 10 guests. What are the options if this is not reached? When is the cut-off point? How will the guest be informed? What are refund/credit options?

All partners must agree to a date that is used to determine if the package is a 'go'. This will assist in operational planning. For example, in the "Cook with the chef" package, if the minimum is not met by the cut-off date, no supplies will be bought.

Establishing a release date is particularly important when selling through a third party, as once the date is passed, unsold inventory can now be released to non-package visitors.

Cancelling the booking

The last date for cancellation and refund must be stated clearly when the visitor books.

The cancellation will be handled and reported by the partner who has agreed to act as the central contact point. All parties must identify and agree to the last cancellation date, so that adjustments to operational plans can be made.

Payment Similar to booking, this will be somewhat dependent upon the complexity of the package and how it is sold. In some instances, the visitor pays all partners directly. In others, the visitor pays once to the central booking party.

Partners must set clear guidelines for the financial settlement of the package. When and how does this take place? There are a couple of strategies to consider:

- **buy coupons ahead of time at discounted rate;** for example, a hotel that is including admission to an area attraction buys a number of discounted tickets up front. They assume the risk, because the tickets are not refundable if they are not sold as part of the hotel package.
- **the ticket does not become activated until issued.** In this case, the admission to the attraction is only issued when a guest requests it. The selling agent gets a copy, the customer gets a copy and the attraction gets a copy.

Arrival and beyond... What choices does the visitor have to make upon arrival? For example, which sitting for dinner? The cruise on Tuesday or Wednesday? Does the visitor receive a coupon, voucher or ticket to take to other partners or is there an internal system in place to identify who is on what package?

How will each customer be identified at each site? Operations with gated or controlled entry or check-in points are the easiest to work with.

Partner commitment What can the visitor expect from each partner? Is this clearly spelled out before the guest books and arrives? Which party is ultimately responsible?

Who provides what, when? How are complaints dealt with? These become points of negotiation between partners. The complexity of these negotiations will be directly dependent upon the complexity and type of package. A single supplier/single point of sale package is more straightforward than a multiple supplier/multiple point of sale package.

From the voice of experience...

Examine operational needs from three perspectives – the visitor, your own operation and partner to partner.

10.

COMMUNICATE OPERATIONS PLAN FOR THE PACKAGE

It is important to make sure that all the front line staff who interact with visitors when they inquire, book and arrive understand the complete package. Staff can contribute significantly to the animation and delivery of a package. The best example of this is the Disney approach in which all staff are actors at all times. In your own situation, consider what role the staff can play with the target market. A family market will need a different approach than a couples or group tour market.

- Train all staff on the features of the package – what is included and not included, when it is available, price, payment schedule (deposit?), start time etc.
- How is the package booked?
- How do different tourism suppliers know who is on a package? – coupon, ticket, voucher?
- How and where does redemption occur for coupon, ticket or voucher?
- How do different facilities within one property know who is on a package? Many accommodation operators have integrated computer systems that can be accessed as a guest moves from facility to facility. For example, when booking a tee off time, the golf shop can see from the computer that Room 202 is on a "Deluxe Golf Package" that includes a cart.
- What is the 'cut-off' date for both the visitor and the operator? The 'cut-off' date is the last date that the package can be booked.
- Staff should be trained to subtly 'upsell' through optional items/activities.
- What are contingency plans for such things as bad weather or the handling of complaints for yourself and your partners?

Provide a scripted response for all inquiries related to the package. This can be as simple as a reference sheet by the phone or computer that provides frequently asked questions and answers. In addition, provide sales staff with a reference person and number for those unexpected questions.

From the voice of experience...

Have front line staff tour/experience the entire package so that they are knowledgeable about every facet.

11.

MARKET AND DISTRIBUTE THE PACKAGE

Now that you have designed the perfect package, how do you get visitors to buy it and come to your site? What is the most efficient manner to market and distribute your package? Each package will require a unique marketing and distribution plan. Think of the following factors as you plan your marketing and distribution.

Who you are targeting? Where do they live? Are they repeat customers or new? How do they plan their trip activities? For example, area seasonal residents find out about your package very differently than someone arriving from California or Germany.

The capacity of the package. If your package is limited to two weekends in March and has a capacity of 8 per weekend, this will require different tactics than a package that is available for 10 weeks in the winter season with capacity for 100 people per day. Therefore, you must match the reach of sales/marketing efforts to your capacity, as it will do more harm than good if you oversell your package and can't meet demand.

Timing of marketing and distribution efforts. For example, a package that is sold through the travel trade will not typically show any results for at least two or more years out. Does this match your needs and expectations or do you need faster results?

You have a number of options to consider as you market and distribute your package.

1. Sell the package yourself

This approach suits a single supplier package and has various options to consider. Look at your in-house sales and marketing activities to see which ones support this package. You could do a targeted mailing and include in a newsletter to previous guests or include in regular print ads you run. Selling the package yourself will be important when there is an element of customization so that you can respond accurately, as is the case with Ste. Anne's Country Inn and Spa Stress Express Packages.

2. Sell the package in co-operation with the other partners of your package

This approach is suited to themed travel itineraries and multiple suppliers/multiple points of purchase packages. Purchase a print advertisement in media which targets the markets you are seeking, or produce and distribute a lure brochure which then directs them to the partner who has taken on the central booking function. Establish a dedicated 1-800 number or Internet presence which is jointly supported by the partners.

These tactics work well when there is an established anchor operation/facility, which enhances the ability to use these networks and resources.

3. Sell the package through an objective/unconnected third party.

Selling the package through a third party has advantages that may be attractive to you, as someone else can provide the following services, which allows you to focus your efforts elsewhere:

- ✓ Booking
- ✓ Revenue sharing and distribution
- ✓ Issues coupons
- ✓ Tracking and reporting.

You should expect to pay the third party for these services and consider this payment a part of your marketing investment. There are a number of options for selling through other parties, as discussed below.

Area DMO or CVB

The area Destination Marketing Organization (DMO) or Convention and Visitor Bureau (CVB) can act as the consolidator as was the case in the African Heritage Tour where the Windsor-Essex CVB acted as the booking agent. None of the individual operations had the infrastructure to support the bookings and inquiries, but the CVB did. The CVB then generates revenue through a fixed fee or commission per booking. This approach works particularly well in the case of operations with limited staff resources such as small museums, theatres or B&Bs and for themed itineraries or other packages designed for the independent traveller. Other organizations to consider include the local Chamber of Commerce or Department of Economic Development. The Royal Botanical Gardens acts as the booking agent for a group of their partners and charges 25c per person to offset administration costs.

Travel Trade

The travel trade is an important sector of the tourism industry and can be defined as people and companies that resell travel product to the visitor that they have bought and reserved from other parties. Travel trade is often thought about only for the group market, but in fact, can play a useful role in selling packages to the FIT market. Generally, the travel trade know their business and how to get travellers to buy. They have extensive networks to draw upon and can add value to your packaging efforts. This is expertise that they have typically built up over a number of years and is expertise that you will have to pay for, usually in the form of commission on each package sold on your behalf. Some other travel trade options are outlined below for your consideration.

Wholesaler	A wholesaler buys the product then resells to a tour operator or direct to travel agents, who then sell directly to the consumer.
Tour Operator	Sells directly to the consumer.
Scheduled Tour Operators/Wholesalers	Offer tours with a number of departure dates; typically offer a number of destinations.
Charter/Custom Tour Operators/Wholesalers	Tour companies with tour planner on staff who arranges package at request of client.
Local Travel Agents	Local travel agents are often overlooked as sales agents, but could play a significant role. Identify travel agents that will give your product the attention it deserves. Invite them to experience the package themselves so that they can speak to it first hand.
Receptive Tour Operators/Wholesalers	Based in market where product takes place (Ontario) who promote and specialize in packaging and selling Ontario to out-of-province visitors or tour operators.
International Outbound Tour Operators/Wholesalers	Package tours to be sold to outbound travellers; often have offices in primary destinations.
Membership-based organizations	These include university alumni associations, special interest clubs and other groups of like-minded people.

Working with travel trade requires different selling tools and techniques. You must invest time into building the relationship. For example, you need to provide travel trade with the most current information and contacts for your package and provide them with marketing tools that suit their needs. You must also understand the markets the travel trade is selling to – the message for an Asian market may be very different than that for a North American market. Ensure that you understand and objectively evaluate the implication and effort required before working with travel trade.

Travel trade does not necessarily suit all packages, as noted earlier. There are a number of good resources on dealing with the travel trade by origin market through the Canadian Tourism Commission as listed in the Appendices.

The Need for Licensing

In Ontario, if you sell a travel product to Ontario consumers on behalf of another party (the packagers) or hold money on behalf of a customer, you are defined as a travel agent. When this happens you are subject to the Travel Industry Act of Ontario and must be licensed and bonded. On the other hand, if the transaction occurs directly between the tourism supplier and the customer, it is not subject to the Act. In cases where one of the package partners will be licensed, it may make sense to let them take the lead booking/consolidation role.

This is an area that you are responsible for. Contact the Travel Industry Council of Ontario (TICO) for assistance in this matter (contact information is in Appendix E). You are also responsible for understanding the liabilities by origin market. OTMP and CTC can provide general information on this.

From the voice of experience...

Match sales and marketing efforts with the scope and timing of your package. If working with a tour operator, seek one that matches your business style and target market and who already knows and sells the area/product.

12.

TRACK RESULTS/EVALUATE

Any investment you make must be evaluated to determine if the efforts have provided you with a suitable return on your investment. It also provides you with sound tools to evaluate if you should do again or exit. Yet, this is one step many operators forget about or don't pay attention to. Plan for it now!

Why track?

- Gives you an objective assessment of your efforts.
- Provides a base to compare efforts in future years.
- Provides you and your partners with information to evaluate if you have reached your objectives.

Before designing your tracking tools, you must also refer to what the original goals of the package were.

Tracking tools must complement your marketing efforts. Include 'how did you find out about this package?' in all communications with visitors – at all stages – from inquiry through to when they arrive at your site. Some challenges of tracking include various levels of commitment and accuracy of the various partners. You will find that when money changes hands, the counts become very accurate!

Tracking tools for your consideration...

1. *Number of inquiries received*

✓ **By Phone at your own operation and others:**

Tracking can be as simple as a manual count by the phone. In a sales/call centre setting, you can direct inquiries through advertising efforts to one operator. You may have seen recent ads for Newfoundland and Labrador that indicated "ask for Sue". Those who ask for Sue are then responding from a certain campaign.

✓ **By return coupon/postcard**

May be used in conjunction with various print publications, by including a return card service that is forwarded by the magazine to you for fulfillment.

✓ **On existing computer sales system**

Add a field/value/option to indicate inquiry about packages.

✓ **By hits to web page**

Measured by number of hits to pages that deal with the package.

2. Number of inquiries that booked/bought

This gives you the conversion rate, which can be a useful tool in forecasting bookings.

3. The number of coupons/tickets/vouchers turned in/used

- Issue special coupons for your package only – different size/colour of paper/font; numbered tickets where a certain range of tickets are used for the package only;
- Counting at the gate by receipts issued.
- Vouchers issued by third party.
- Prepaid coupon.

4. Guest Satisfaction

- Follow-up telephone interview with a sample of package guests.
- Provide comment cards/evaluation forms.
- Train or encourage staff to make subtle inquiries.
- Observe and listen.

5. Impact on your bottom line

There are a number of considerations as you track and evaluate the impact on your bottom line. Again, refer to any financial goals you originally stated.

Calculate the final **cost of sale**. If you spent \$10,000 promoting and selling the package, but received only \$4,000 net profit, you may want to reconsider the package.

6. The unexpected benefits

In some cases, the unexpected benefits of packaging are the most rewarding for the operator. Unpaid media coverage and new partnerships are some of the unexpected benefits you may encounter. These unexpected benefits must also be considered in your overall evaluation of your packaging efforts.

From the voice of experience...

Include 'tracking' in first discussions with packaging partners or when first designing your in-house package. Motivate guests to provide feedback, as successfully done by the Durham Country:ide Adventure who offer entry into a contest for a grand prize to those who complete an evaluation form.

13.

REFINE PACKAGE

The final step in your packaging exercise closes the circle by using all the information you have gathered to refine your package for the next time.

The first question to ask yourself and your partners is – do we want to do it again? If yes, how can the package be refined and improved? Refining the package should consider information and feedback you have received from both guests and partners to improve it.

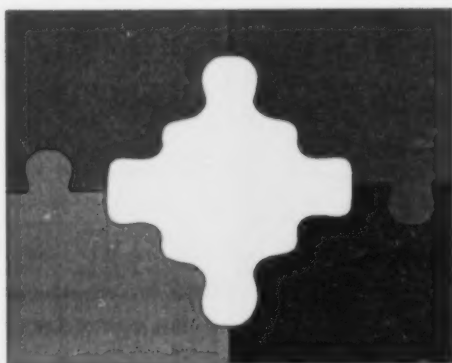
And next time....!

From the voice of experience...

Build in the opportunity for feedback from guests through all stages of the package experience. Spend time with guests and ask their opinion.

Section Three

Building Your Tourism Package



Building Your Tourism Package

Section Three of this Handbook gives you a series of checklists and worksheets to use as you build your own tourism packages. It builds on the thirteen steps to packaging that were identified and described in Section Two. You will not necessarily need or use all of these – it will depend on what stage you and your tourism product are at. You may need some worksheets for some packages, but not for others.

The first consideration is if you and your facility are market ready. Complete the following checklist to see how you rate on this very important factor.



Market-Readiness Checklist

Packaging adds a new dimension to your site/operation by committing to a set of conditions and agreement. Use this checklist to determine if you and your partners are ready for the market. Use this checklist to identify areas that need attention as you strive to become market ready. You do not necessarily need to answer all questions in the affirmative to be considered market ready.

Motivation

- ☐ Is attracting and serving tourists from outside my region consistent with my own goals?
- ☐ Do I (and does my organization as a whole) see increased tourism as a positive opportunity for my site?

Product

- ☐ Does my facility offer a quality experience to visitors? How do I know? (increase in visitors, high repeat visitation, independent accreditation/standard such as CAA.)
- ☐ Does my facility offer something unique? What is it? How do I know it is unique? (no one else in general area offers a similar product; independent media coverage, awards, etc.)
- ☐ Is my facility considered competitive....
 - Locally?
 - Regionally?
 - Nationally?
- ☐ Do my seasons and hours of operation match the demand from visitors?
- ☐ Do I have capacity? If so, when?

Staff

- ☐ Is my staff trained in hospitality? To provincial or international levels?
- ☐ I have enough staff/volunteers to provide a high-level of experience to visitors even if my numbers increase.

Communications

- ☐ Can I be reached 24-hours a day, 365 days a year by
 - Phone
 - Fax?
 - e-mail?
- ☐ Can I return messages within 24 hours?
- ☐ Do I have a web page where others can
 - Obtain Information?
 - Request Information?



Transportation/Access

- ☐ Is my site/product easy to access by road? By air? By water?
- ☐ Are there directional signs helping people find my site/product?
- ☐ Is any transportation to my site for people who do not have cars?
- ☐ Is there enough parking for:
 - Cars?
 - Buses?
 - Recreational Vehicles?
 - Other modes of transport (boats, snowmobiles) related to my site?
- ☐ Is my location convenient to other tourist attractions/services?



Services

- ☐ Do I have enough washrooms for:
 - Casual Visitors
 - A Bus-Load of People (47 people), if pursuing motorcoach market
- ☐ Are food services available:
 - On-Site?
 - Within Walking Distance?
 - Convenient to my site?
 - Are food service hours compatible with mine?
- ☐ Are gifts/souvenirs available?
- ☐ Do I offer bilingual services?
- ☐ Do I offer services/information in foreign languages related to my target markets?

Marketing

- ☐ Do I know my current market (i.e., the characteristics of visitors)?
- ☐ Do I have a marketing plan that identifies:
 - Target markets? (and those I do **not** wish to attract)
 - Competitive advantages for those markets?
 - Ways and means to reach the target markets?
 - Compatibility between target markets (i.e. seniors/schools)
- ☐ Do I have promotional material that presents the product, the price, dates and key reason to visit?
- ☐ Is there a person in my organization responsible for marketing?
- ☐ Do I have a reasonable budget for marketing?

Price/Tickets

- ☐ Do I have a price structure that allows for commissions, net rates and other discounts?
- ☐ Can I set and confirm rates at least one year in advance?
- ☐ Am I able to consider selling tickets/vouchers off-site?
- ☐ Am I able to accept block bookings by tour operators (if that is my market)?

Partnering

- ☐ Can I negotiate and confirm agreements with private-sector partners?
- ☐ Can I acknowledge my partner in publicity?
- ☐ Do I have the characteristics of a good partner? Am I
 - willing to share information about my markets, prices, product lines, services?
 - willing to give up some control?
 - willing to adapt my facility/activities to meet the needs of the partnership?
 - willing to invest time and resources in a partnership?
 - willing to enter into long term partnership?
- ☐ Am I a member of any type of consortium? i.e., purchasing group, Chamber of Commerce, tourism organization?

Health and Safety

- ☐ Does my site comply with all local/regional health and sanitation standards?
- ☐ Is my site clean at all times?
- ☐ Do I have an up-to-date government license to operate?
- ☐ Do I have suitable business and liability insurance coverage?
- ☐ Am I prepared for accidents?
 - Are staff trained in first-aid and accident procedures?
 - Do I have a well-stocked first-aid kit?

1 What is the Market Opportunity?

- Using the many sources of information that are available to you, provide as much detail as you can on your target market for the package or itinerary that you are interested in developing.

Where do they come from? Ontario? U.S.? overseas? Area residents?	
How do they travel FIT? Group?	
Who do they travel with? Family? Couple? Friends? Alone?	
What do they like to do?	
How do they connect their experiences? Tour? Hub and spoke?	
Financial resources? High-end? Mid-market? Value-based?	
When do they plan and book travel? Last minute? Spontaneous? Months in advance?	
What do you feel would entice them to consider and buy your package?	

Are these opportunities compatible with the markets I currently attract or wish to serve? For example – is it appropriate for a hunting camp operator to market to ecotourists?

Is the market big enough to target for my product?

Is the target market available when I have capacity/inventory?

Is the target market compatible from a price point and level of quality perspective – can you deliver what they want?

Are they affordable to pursue from a time and cost perspective and in relation to other market opportunities?

Is the target market receptive to new experiences?

2. Define Reasons for Packaging.

Be as specific as possible.

To consider...

Fill periods of low demand...

- To keep staff busy.
- To utilize physical plant.

Financial objectives...

- Improve cash flow
- To generate contribution towards fixed costs during slower period or in off-peak times.
- Increase sales from non-package components – gift shop, restaurant, etc.
- Increase margins and profit.
- Increase revenue from current clientele by increasing length of stay.

Build repeat business...

- Provide a new reason for coming back.

Build new relationships...

- To extend marketing reach.

Introduce a new product...

- To create new demand
- To encourage repeat visits
- To attract new target market

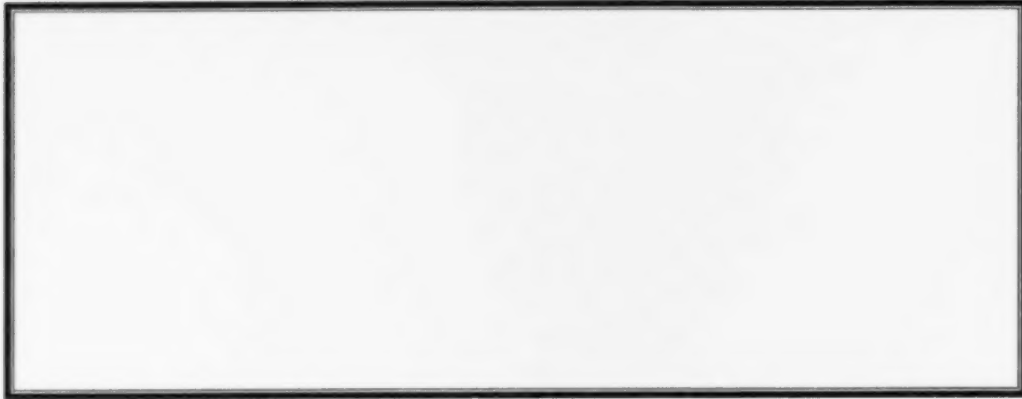
Capitalize on a special event/opportunity...

- In celebration of your own operation – 25th year of business
- Traditional holiday periods – Easter, New Year's
- Anniversaries, weddings, reunions
- Local/regional events – fall fairs, studio tours



3. Define Package Components

Describe package in as much detail as possible.



To help your planning, ask yourself the following questions...

Where will most of the visitors come from and how long will it take them? The answer puts limits on the timeframe of the package, particularly for a half-day or full-day package.

Is the experience in a remote area? **Should a meal be included** as part of the package or 'on their own'? Catered or picnic? Fast food or fine dining?

Will visitors need any **special equipment** (bikes, binoculars, skis etc.)

Is **accommodation** an important part of the experience or will they likely make their own arrangements?

Is it an outdoor experience that is **subject to weather conditions**? Do I need alternate 'rainy day' plans?

Is a **guided tour** important?

How will visitors travel between stops – on their own or does the package need to include transportation?

Can I meet this opportunity on my own?

4. Identify Packaging Partners

Remember to think of private sector, public sector, non-traditional partners, the hidden gems, your neighbours and outside traditional boundaries.

	What can I offer?	Who else can contribute?
Accommodation		
Attraction		
Facilities – parking, theatre for presentation etc.		
Food and beverage facilities, catering, services		
Guiding		
Natural features/green space		
Programming		
Rental equipment		
Transportation		
Other: Sales expertise Access to markets Contacts		

5.

Create and Nurture Package Partnership

When is the first partner meeting?	
Where is the first partner meeting?	
Who will organize the first meeting?	
Who will record?	
What questions/concerns do I have?	

Develop Detailed Itinerary

Sample Itinerary/Pricing and Operational Notes**The Package:** Family City Sampler

Available Tuesdays, Wednesdays and Thursdays from June 15 to August 30.

Target Market: Families on extended vacations to Toronto and area and those visiting friends and relatives.**Package Benefits:** pre-booked and paid admissions at group rates; ground and ferry transportation arranged – no navigating in an unfamiliar city!**The Package Partners:**

Science Centre

Toronto Ferry Service

Hotel (for ground transportation and picnic lunch)

Ontario Place

Itinerary Item	Cost per person	Fixed Costs	Operational Reality
9:00 a.m. Meet in Hotel Lobby at designated meeting point. Board van to Science Centre		\$\$	Hand out coupons for Science Centre to one family member.
9:30 Arrive Science Centre; 9:30 – 11:30 Tour S.C. on own.	\$\$		Remind guests they can enter through group line
11:30 – 12:00 Travel to ferry dock	\$\$		Scheduled for 12:15 ferry Take coolers with picnic lunches
12:15 Ferry to Centre Island			Guide to have proof of payment for group.
12:30 Arrive on Centre Island			
12:45 Picnic Lunch on own			
1:00 to 4:00 Afternoon at Centre Island – on own			
4:15 – 4:45 Return Ferry to mainland			
4:45 Travel to Ontario Place		\$\$	
Dinner on own and free time	\$0		
7:00 Imax show at Cinesphere	\$\$		Note age-appropriateness of Imax films
8:30 Transportation back to starting point			

Sample Itinerary/Pricing and Operational Notes

The Package: – Three-day mid-week “Introduction to Fly Fishing for Women” sold by Inn A for the month of June. Minimum 6, maximum 12.

The Package Partners:

- Inn A – home base
- Area provincial park for trail use in free time and access to area rivers for fishing
- Guide Company – provides instruction and guiding services
- Restaurant by the River – dinner on second night

Itinerary Item	Cost per person	Fixed Costs	Operational Reality
DAY ONE			
Arrival and Check-in by 4pm to Inn A. Single rooms	2 nights for total \$100		Trail passes and trail map handed out at check-in
Free time until dinner			Confirm numbers with Guiding company and highlight any special needs
Welcome dinner 7:00 p.m.	\$24		Screen and video ready to go before arrival for dinner
8:30 slide show and introduction to fly-fishing lecture; Fitting for ‘free’ waders.			Waders set up in room off lounge.
DAY TWO			
Breakfast 7:00 a.m.			Packed lunches ready by 7:30 a.m.
9:00 Meet at front desk; walk to open lawn area.			
9:15-11:00 a.m. cast training on lawn			Coffee delivered at 10:15 in thermos.
11:15 a.m. Meet at van for transport to fly-fishing launch point at Provincial Park		Inn Van	Inn van gassed up and ready to go. Provide receipt for Park admission to group leader.
11:45a.m. Arrive at launch point, introduce guides		1 guide for every 2.	Equipment
12:15 p.m. Picnic lunch	\$12		Wine included
1:30 – 4:00 On river			
Depart for return to Inn			
4:30 – 5:30 Free time			
5:30 meet for transportation to “Restaurant on the River”			
6:00 – 7:00 p.m. “fish stories” in lounge	\$5 /for snacks		
7:00 dinner	\$28 all-in		
8:30 return trip to home Inn			
DAY THREE			
7:00 breakfast			
8:30 Depart for river			
9:00 – 12noon On River with Guides			Receipt for Park admission to group leader.
Lunch and checkout			Take photos to send later

7. Price Your Package

Once your detailed itinerary is finalized, you can then start to price each portion of the package or itinerary, using the same table format. Partners will have to work together to arrive at a price that is competitive and that will be attractive to the target market.

Think about the following components as you price your package.

- Total variable costs per person**
- + **Total package fixed costs**
- + **Marketing costs** (what will your portion of package marketing costs be?)
- + **Overhead costs** (administration, gratuities, and contingencies)
- + **Commissions** (if applicable)
- + **Your Profit**
- + **Taxes**

Note to myself as I price my package...

8. Name or Theme your package

Does the name reflect the package or itinerary?

Is it acceptable words/language to the target market?

Is it easily transferable to all marketing and sales tactics?

9. Develop Operations Plan

Working from the detailed itinerary you have now developed, think through every facet of the operational side of the package/itinerary. Here are some examples of operational challenges that a package may present for you.

Weekend accommodation package with food and beverage included.

- You must guarantee the **type** of room you have advertised is available, or be prepared to upgrade for the package buyer if it is not available. At what point can you release the rooms you are holding for package sales? (what is the deal with the selling agent etc?)
- You must manage when the packagers eat so that they do not come to dining facilities when it is at capacity. Require that reservations must be made by sitting when they check in.

An outdoors experience subject to inclement weather.

- Under what conditions would you adjust/cancel the experience? How are purchasers made aware of this? What alternatives are available? What special equipment/clothing could be included in the package?

A package that includes an experience outside of your 'normal' operating hours or the normal operating hours of the tourism supplier. For example, early morning or late night expeditions and back of the house tours.

- Are there any security issues that need to be addressed?
- Back of the house tours (theatre, kitchens etc.) add value, but can distract performers/chefs/artisans if they take place at an inappropriate time. Negotiate timing for back of the house tours and limit to interaction with only one or two key players.

Theatre or other fixed seating capacity operations.

- You must guarantee the price level of seating that is advertised in the package.

A guided experience.

- Is there a minimum or maximum number of participants that are optimum?
- Can the guide provide education/orientation services as part of your agreement with them?

A package designed for low season or off-peak times.

- Are area food and beverage operations open when your package arrives? If not, consider a catered or picnic lunch/dinner as part of the package. What about shopping opportunities? As an alternative, visit an

artisan's gallery, which is a scheduled part of the itinerary.

A package that includes rental equipment (such as skis, a snowmobile, fishing gear).

Your package includes a family component.

Unstructured time in an urban setting is one component of your package.

Packages for groups with special needs

- Do you have adequate staffing at the right time and with the right skills to deliver the product?
- Are supplies and other resources readily available?
- Is there a range of equipment available that fits all sizes/shapes safely? Should you ask for basic information upon registration/purchase – i.e. have you ever canoed before – what level? What is your height? Is a signed waiver required?
- Is your operation used to serving the family market? Are there appropriate food choices? Is there a potential for conflict with other guests?
- Plan for a visible and easily accessible meeting point. Build in a cushion for waiting time, in case some guests will be late for the rendezvous point.
- Your package may target seniors, which typically may not be as mobile as your regular clientele. Build in appropriate meal and refreshment choices, time to move around and consider general mobility and interest in walking.

Notes to myself on operational needs of my package.

From the guest point of view

For my own operations

Partner to partner

10. Communicate Operations Plan

Internal Communications Plan

Your sales, front desk and anyone who answers the phone or email needs to know:

- Name of Package
- What is and is not included in the package
- Date(s) package available
- Price of package, including variations (for example, room upgrade)
- Payment policy and options
- Final booking/cancellation date
- Refund policy
- Reference person for all other questions

Date and location for staff training:

Who will be included?

Partner to Partner Communications Plan

- Method and frequency of communications on bookings/inquiries
- How guests redeem package
- Payment between partners – how often and when?
- Final booking/cancellation date
- Tracking to be used
- Date for evaluation and refinement for future

11

Market and Distribute Package

Be sure that you ask yourself some questions before you make decisions about how to market and distribute your package.

Who are you targeting? Where do they live? Repeat or new?	
Capacity of Package How many people is the package trying to attract and how does that impact planning for marketing and distribution?	
Timing of marketing and distribution efforts. Immediate/short term? One year or more ahead of booked business?	
Advertising/marketing/public relations plan	
Who sells?	

To consider

- Sell the package yourself
- Sell in co-operation with package partners
- Sell through third party (DMO, CVB, Chamber, etc.)
- Travel trade
 - Tour Operator
 - Tour Wholesaler
 - Custom Tour Operator/Wholesaler
 - Local Travel Agents
 - Receptive Tour Operators
 - Outbound Operators
 - Member-based organizations

To assist you in your evaluation of whether or not travel trade is for you, complete the questionnaire, which follows.

Is Travel Trade for You?

There are many benefits to selling your package, itinerary or experience through travel trade. You will expect certain things from the tour operator, travel agent or wholesaler. What services can you expect for the commissions that you pay them? In turn, the travel trade has expectations and needs as well. Working with the travel trade is not for everyone. This checklist helps you determine if travel trade is for you.

Tour operators advertise their trips many months ahead of the scheduled start date. The deadlines for publications that they put these in are even farther ahead of the start date.

- ☐ ***Can you guarantee a price 12 to 18 months ahead of the start date of a package?***

Your relationship with travel trade is a legal agreement in which you pay the travel trade a commission for each of your products sold. It is typical that the travel trade would keep this commission from the first payment made by the visitor that is buying the trip. Commissions range from 10-35% of the total price to the visitor. Your operation may not receive the remainder of the cash until the visitor arrives and the trip is complete.

- ☐ ***Are you prepared to pay the travel trade for their efforts? Do you value their efforts?***

- ☐ ***Are you willing to give up some cash flow in order to benefit from the efforts of the travel trade?***

Travel trade requires that you block out and guarantee capacity.

- ☐ ***Are you willing to hold and guarantee capacity for travel trade?***

Travel trade/tour operators often require invoices for billings.

- ☐ ***Is your operation set up to generate invoices on a regular basis?***

Travel trade wants all-inclusive prices, which include all taxes and gratuities.

- ☐ ***Can you provide all-inclusive prices?***

Travel trade prefer to work with partners who can work with them on a year round basis.

- ☐ ***Are you willing to provide travel trade with capacity/services in your peak season in order to get their support when you need them more?***



12.

Track Results

The package will be tracked in the following ways:

Activity	Tracking Tool	How often reported
Inquiries ▪ Phone ▪ Return postcard/coupon ▪ On existing computer system ▪ Hits on web page ▪ E-mail inquiries		
Booked/bought		
Redemption		
Guest Satisfaction		
My own Bottom Line		
Unexpected Benefits		

13.

Refine Your Package

Date for post-package evaluation	
Should we do it again?	
How can the package be improved?	
What will we change? How will these changes impact any of the steps to packaging, particularly pricing and operations?	

Appendices

Appendix A

Pilot Workshop Participants

Arts in the Wilds
January 12 and 13, 2000
Held at Limberlost Lodge, Huntsville

Gordon Baker	Algonquin Outfitters
Rene Brunet	Wildlife Art International Inc
Bill Byrick	The Canoe Museum
Caryn Colman	Smoothwater Outfitters
Wayne Cowling	Haliburton Forest & Wildlife Reserve Ltd.
Don Curry	The Canadian Ecology Centre,
Jennifer East	Killarney Outfitters
Brenda Hobbs	Hudson Bay Company
Nancy Jackson	Worldwide Adventures
John Langford	Voyageur Quest
Sheila Marshall	White Mountain Academy of the Arts
Jeff Miller	Look-See-Paint
Linda Sarazin	The Anishinabe Experience
Shelly Schell	Haliburton School of the Arts
Maria Spatafora	McMichael Gallery
Dave Sproule	Ontario Parks – Killarney/French River
Rob Stimpson	Windsong Adventures
John Travers	Algonquin Park
Colleen Veitch	Town of Huntsville
David Wells	Naturally Superior Adventures
Andrew White	Wanapitei C.A.N.O.E.,

QTMP:

Steve Bruno
 Mark Vincent
 Lori Waldbrook

Grand River Country
January 19, 2000
Held at Adventures-on-the Grand, Paris

Don Bowman	Adventures on the Grand
Neil Aitcheson	Drayton Festival Theatre Inc.
Dana Albin	Grand River Dinner Cruises
Marjorie Brown	Waterloo/St. Jacobs Railway
Barbara Burechails	Horseback Adventures
Kevin Catton	Log House B&B
Donna Clements	Southern Ontario Tourism Organization
Ken Collins	Grand River Trout Outfitters Ltd.
Cheryl Ewing	The Elora Festival
Guy Exley	Ale Trail
Ellen Fegan	Fergus Market
Brad Fisher	Green Valley Bicycle Adventures
Robin General	Odrohekta (The Gathering Place)
Cathy Hiscock	Best Western Brant Park Inn /Kirby's Food Emporium
Lisa Tersini-Holt	University of Guelph
Marijo Howard	Bingemans Resort and Conference Centre
Jamie Kent	Grand Experiences
Karen O'Grady	African Lion Safari
Skip Pennell	Kanata - 17 th Century Iroquoian Village
Ron Pine	Ruthven Park
Kim Porter	Chiefswood National Historic Site
Jan Rainey	Rainey Ginseng Farms Ltd.
Carol Richardson	Comfort Inn by Journey's End - Simcoe
Byron Shantz	St. Jacobs, The Village
Sandra Shantz	Stone Crock Restaurant
Marlene Sharpe	Sanderson Centre for the Performing Arts
Rosemary Smith	Arboretum, University of Guelph
Mona Sorensen	Best Western Emerald Inn
Scott Storey	SportsWorld
Don Sylvester	On the Grand B&B
Brad Walters	Walters Family Round-Up
Tim Weiler	Country Livery Services Inc.
Valerie Wilson	Tourism Brantford
Ken Wright	Southworks Outlet Mall

OTMP:

Janice Schuyler
 Jim Shuttleworth
 Lori Waldbrook

Rideau Heritage Route

January 25, 2000

Held at The Stage Coach Inn, Newboro

Sandra Ash	Deerwood Farm B&B
Jacques Avery	Avery's Guest House
Jeannette Bosseman	Providence Point B&B Retreat Centre
Bob Bradley	A Bit of Gingerbread B&B
Chris Broughton	Ottawa Tourism
Herb Buehler	Rideau Valley Marketing
Gary Clarke	Sam Jakes Inn
Terry Cowan	The Cove Country Inn & Spa
Yolande Drumm	Big Rideau Lake Boat Tours
Bill Gibbons	Gibbons Family Farm, Maple Sugar House & Museum
Heather Hamilton	E. Ontario Biodiversity Museum
Sharon Heggie	Bonnie Brae B&B
Janet McGinnis	Hudson House B&B
Ann Miller	Woodrow Guest Ranch and B&B
Carol Miller	Mill of Kintail Museum/Purdon C.A
Jeff Miller	Rocks & Trees Travel
Kate Morrison	Hershey Canada
Jim Mountain	Rideau Heritage Route (Co-ordinator)
Harvey Powell	Watson's Mill
Ian Paige	Rocks & Trees Travel
Kim Robinson	Parks Canada, Rideau Canal
David Strong	Smiths Falls Railway Museum
April Smith	Heritage House Museum/Rideau Canal Museum
Linda Walsh	Stagecoach Inn
Brenda Ward	Arts & Accents

OTMP:

Mary Eaton
Janice Schuyler
Lori Waldbrook

Ottawa – Theatre and Shopping
January 26th, 2000
Held at The National Arts Centre, Ottawa

Christine Broughton	Ottawa Tourism and Convention Authority
Michael Bowen	Ottawa Little Theatre Inc
Peggy Ducharme	Downtown Rideau
Janice Eastman	Westmont Hospitality
France Faucher	National Gallery of Canada
Glenna Gosewich	Ottawa Citizen Bluesfest
Nicole Lalonde	Lord Elgin Hotel
Diane Landry	National Arts Centre
Nathalie Lavallée	The Westin Ottawa Hotel
Kim Legault	Howard Johnson Hotel
Doug Little	Canadian Tulip Festival
Gilles Lortie	C/O National Arts Centre
Chris MacIntosh	Rideau Carleton Raceway and Slots
Leslie Marion	Ottawa Festival Network
Trina Mather	Turtle Island Tourism Company
Kim McWaters	Rideau Centre
Mark Monahan	Ottawa Citizen Bluesfest
Caroline Obeid	Arts Court
Lynda O'Donnell	Le Casino de Hull
Chris Parker	Ottawa International Jazz Festival
Jacqueline Richards	Holiday Inn Select
Judith Samuels	National Capital Commission
Lise Sarazin	Les Suites Hotel Ottawa
Simone St. Pierre	La Nouvelle Scène
Judy Tonin	Canadian Museum Civilization
Cindy VanBuskirk	Rideau Centre
Jantine Van Kregten	Byward Market Business Improvement Area
Neil Ernest Williamson	Ontario East Business Development

OTMP:

Guy Desjardins
 Jonathon Harris
 Kevin Hicks
 Lori Waldbrook

Thunder Bay – Gateway to the Outdoors

February 1, 2000

Held at Old Fort William

Jasson Brassard	Travelodge Hotel – Airlane
Earl Busch	Canadian Helicopters
Shannon Cassidy	Old Fort William
Marisa Farrow	Event-Full Calendars
Pat Forrest	Tourism Thunder Bay
John Hakala	Kakabeka Falls Gift & Amethyst Shoppe, Kakabeka Falls Mine
Lynda Horman	Kakabeka Falls Provincial Park
Bruce Hyer	Wildwaters Nature Tours
Tara Ingram	NONTA
Rebecca Kruthaup	Westjet Airlines
Clint Kuschak	Thunder Bay Community Auditorium
Tim Lukinuk	Amethyst Mine Panorama & Amethyst Gift Centre
Rosemarie Mancusa	Tourism Thunder Bay
Marilyn McIntosh	Tourism Thunder Bay
Laura McLennan	Blue Loon Adventures
Lois Nuttall	Lake Superior Visits
Nancy Oster	Valhalla Inn
Paul Pepe	Old Fort William
Cathy Pressenger	Tourism Thunder Bay
Bill Rogoza	Northern Ontario Native Tourism Association
Mark Scott	Thunder Bay Community Auditorium
Cam Snell	Sleeping Giant Provincial Park
Carolyn Stewardson	NorWester Resort Hotel

OTMP:

Steve Bruno
Dave Van Wagoner
Lori Waldbrook

Review of draft copy of Handbook:

Marie Cheeseman
Anne Marshall
Patti Watson

Appendix B

PRODUCT/MARKET MATCH TABLES

The following tables outline the best opportunities for each product and are based on the most recent research available for the Ontario market. Use these as a starting point as you design your package or itinerary.

Touring Product

Priorities

- Develop touring product with an emphasis on the shoulder seasons and/or high yield economic potential markets.
- Partner with Cities, Outdoor and Market Committees to identify market opportunities.
- Extend the touring patterns of U.S. short-haul travellers by providing creative itineraries and packages.
- Increase spending by hub and spoke and VFR travellers by expanding day packages, tours and itineraries.
- Develop effective communication and distribution channels (e.g. Publications and Information Services Strategies).

<i>Touring</i>	Winter	Spring	Summer	Fall
Domestic	Festivals: Winter carnivals, Lights festivals, Maple syrup; Wine tasting, cooking schools Attractions and Museums	Festivals, Regional theatre, Heritage touring, late-spring cruising Unique Accommodation (B&Bs, Inns, Resorts)	Touring itineraries: Small towns, Cruising, Festivals, Resorts/golf, Special Interest/Learning vacations Agri-tourism, Unique Accommodation (e.g. inns, B&Bs, Farm Stays) Historic Sites	Touring itineraries: Small towns, Cruising, Fall fairs, Regional theatre, Wine regions, Studio tours, Rail tours Unique Accommodation (B&Bs, Inns, Resorts)
US & Americas	Festivals: Winter carnivals, Lights festivals, Maple syrup; Wine route/small towns, Snow train Adult Getaways Attractions and Museums Specialty Shopping Unique Accommodation (e.g. inns, B&Bs, Farm Stays)	Festivals, Regional theatre, Unique communities, Resorts & Country Inns, Wine regions, Boatlines Specialty Shopping	Touring itineraries: Small towns, Cruising, Summer festivals; Resorts, Country Inns, Unique communities, Culture and Heritage Agri-tourism Regional/ Summer Theatre Learning Vacations Scenic Tours (waterways, coastal communities Parks and Historic Sites as Attractions Specialty Shopping	Touring itineraries: Fall colours, Harvest festivals, Fall fairs; Regional theatre; Wine regions; Small towns; Studio tours, Rail excursions, Unique Accommodation (e.g. inns, B&Bs, Farm Stays) Specialty Shopping

TOURING			
	Winter/Spring	Summer	Fall
Europe	Winter/Shoulder Festivals: Winter carnivals, Lights, Maple syrup; Wine tasting, cooking schools; Country Inns; Resorts & resort-related outdoor product: sleighrides, Cross-country skiing, recreational snowmobiling, snowshoeing, skating, Museums and Attractions, Specialty Shopping, Unique regional cultures/heritage including Aboriginal experiences.	Touring itineraries: Small towns, Cruising, Heritage; Summer festivals; Resorts/golf; Country Inns; Studio tours; Rail tours, Soft adventure, Special Events Gardens, Museums Agri-tourism Specialty Shopping Unique regional cultures/heritage including Aboriginal experiences.	Touring itineraries: Fall colours, Harvest festivals, Fall fairs; Regional theatre; Wine regions; Small towns; Studio tours, Rail excursions Specialty Shopping Unique regional cultures/heritage including Aboriginal experiences.
Asia Pacific	Festivals: Winter carnivals, Lights festivals, Maple syrup; Las Vegas-style shows; Reverse seasonality Specialty Shopping Unique regional cultures/heritage including Aboriginal experiences, Wine Country (Ice Wine tastings).	Spring Maple route; British heritage; Festivals; Wine region; Short cruises; Golf; Student programs Specialty Shopping Unique regional cultures/heritage including Aboriginal experiences.	Maple & Algonquin Kaido; Fall colours; Harvest festivals & fall fairs; Wine regions; Small towns; Rail tours; Heritage Specialty Shopping Unique regional cultures/heritage including Aboriginal experiences.

City Product

Priorities

- Expand market-ready "Big City" product- combining entertainment, culture, heritage/architecture, dining, sports, themed and unique shopping (including underground).
- Strengthen Primary and Secondary Gateway Cities and links with Countryside (e.g. wine regions) and resort areas.
- Develop the MC&IT market by targeting meeting planners and decision-makers; creating pre and post convention tours and incentive and spousal programs.

	Winter	Spring	Summer	Fall
Domestic	Attractions: theatre, performing arts, professional sports, Cultural tours e.g. (museums shopping, dining) Packages with events and festivals, pre-Christmas events, shopping. Romance, shopping Dining Learning vacations Meeting, Convention and Incentive Travel	Attractions: theatre, performing arts, professional sports, Cultural tours e.g. museums Shopping, Dining Packages with events and festivals. City gardens and Historic Homes Day excursions (inner city, historic sites, unique neighbourhoods) Romance, shopping Dining Learning vacations Meeting, Convention and Incentive Travel	City/Country Tours. Attractions: theatre, performing arts, professional sports, Cultural tours e.g. museums Shopping, Dining Packages with events and festivals. Day excursions (inner city, historic sites, unique neighbourhoods) Family attractions, blockbuster theatre/spectacles. Learning vacations Meeting, Convention and Incentive Travel and pre and post tours for families.	City/Country Tours Events and festivals, Attractions, Theatre and performing arts, Professional sports Unique walks, neighbourhood tours

CITY				
	Winter	Spring	Summer	Fall
US & Americas	Shopping Package/thematic attractions: Theatre, performing arts, professional sports Events, festivals & carnivals Rest and relaxation Dining and romance Museums, Golf Packages Spas, Urban Gardens and Parks Meeting Convention and Incentive Travel / pre and post tours/family getaways	Theatre, arts/cultural events, heritage sites, parks and gardens, festivals/fairs, shopping and dining, nightlife Sporting events MC&IT; pre and post tours Couple and family getaways Casinos City/Country Tours (e.g. Niagara)	Museums, Art Galleries, Theatre, arts/cultural events, heritage sites, festivals, City parks and gardens, shopping and dining upscale and caf��s, unique neighbourhoods and architecture nightlife sporting events MC&IT; spousal/family programs Outdoor samplers City/Country Tours (e.g. Niagara, St. Jacobs)	Theatre, cultural events, festivals/fairs, parks/sites, shopping and dining, nightlife sporting events MC&IT Outdoor samplers; walking, spas Casinos City/Country Tours (e.g. Niagara, St. Jacobs) and Outdoor Samplers
Europe	City getaways: Toronto, Ottawa & Niagara Falls with historic sites, specialty shopping, theatre / performing arts / blockbuster/spectacles in Toronto Fine dining Events and festivals Special interest tours: e.g. cooking schools Spas	Winter/Shoulder City getaways: Toronto, Ottawa & Niagara Falls with historic sites, specialty shopping, theatre / performing arts / blockbuster/spectacles in Toronto Fine dining Events and festivals Special interest tours: e.g. cooking schools Spas	Historic sites, theatre, professional sports, Cultural tours e.g. museums Shopping, Dining Packages with events and festivals Historical activities, re-enactments. Day excursions (inner city, architecture, unique neighbourhoods) City/Country Tours -(parks and gardens, aboriginal, wine country) Learning vacations Spas Outdoor Samplers	Historic sites, Shopping, Dining, Theatre and performing arts, Professional sports, Festivals and events, City/country tours and learning vacations (fall harvest, cooking schools, wine region), spas Outdoor Samplers

	CITY			
	Winter	Spring	Summer	Fall
Asia Pacific	Toronto/Niagara Falls tours Attractions: Theatre, performing arts, professional sports Specialty Shopping districts/areas and dining Learning vacations (e.g., seniors, students, social, technical and cultural programs) Events and festivals (e.g. lights) Casinos and Gambling	Toronto/Niagara and other city/country tours. Attractions, Shopping, Festivals, (e.g., Tulip Festival) Learning Vacations Including aboriginal and Canadian culture, parks and gardens.	Toronto/Ottawa: Traditional city activities, festivals and events, historic sites, specialty shopping, learning vacations Casinos and gambling Parks and gardens Professional sports	Toronto/Ottawa: Traditional city activities, festivals and events, historic sites, specialty shopping, learning vacations Casinos and gambling Parks and gardens Professional sports

Outdoor Product

Priorities

- Grow the capacity and capability of niche outdoor tourism operators to access markets and deliver quality product.
- Build traffic in areas and seasons with excess capacity by developing niche outdoor products (e.g. "non-ski" winter, aboriginal experiences linking culture and nature, parks, conservation lands, waterways and natural and cultural heritage sites as attractions, water-based recreation (canoeing, kayaking, diving etc.), fishing/hunting, soft outdoor (non-consumptive, e.g. hiking, wildlife viewing etc.), festivals and events)
- Partner with City and Touring Committees, Gateway Cities and Corporate Sponsors to create experiences to broaden market appeal.

	Winter	Spring	Summer	Fall
Domestic	2-3 day packages (Value-oriented family and Adult) providing diversity and variety. Niche opportunities, i.e., enthusiasts	Spring camping, Cycling, Birding, Golf and resorts, Wildlife viewing, Sportfishing	Camping/Provincial parks, Ecological & niche adventure, Waterways, Walking/hiking tours, Golf & resorts	Camping/Provincial parks, Canoeing, Kayaking, Fishing, Hunting, Cycling, Walking/hiking tours, Golf & resorts
US & Americas	Resorts & Country Inns enhanced & complemented by diverse products; Niche opportunities, i.e., enthusiasts	Cycling, Hiking, Birding, Golf & resorts, Country Inns, Canoeing, Parks, Wildlife viewing, Sportfishing	Camping/Provincial parks, Birding, Canoeing, Shipwrecks, Walking/hiking tours, Golf & resorts/Country Inns	Camping(incl. RV) Canoeing, Kayaking, Cycling, Hiking tours, Golf & resorts/Country Inns, Fishing, Hunting Canoeing, Beaches
Europe	Winter/Shoulder Soft adventure: Resorts featuring skiing, snowmobiling, tubing, skating, snowshoeing, dogsledding		Soft and niche Adventure, whitewater rafting, Wildlife viewing, Walking/hiking/ cycling, Golf & resorts	Soft adventure: Wildlife viewing, Provincial parks, Hiking/walking, Golf & resorts, Fishing, Camping Canoeing, Parks and historic sites as attractions, fishing, kayaking
Asia Pacific	Soft adventure: Small guided tours combined with touring product, e.g., resorts, dogsledding	Wildlife, Provincial parks, Birding, Butterfly migration, Golf	Soft adventure, Provincial parks, walking/hiking, Golf & resorts, Hard adventure	Soft adventure, Wildlife viewing, Provincial parks, Ecotourism, Golf

Appendix C

Regional Itineraries and Experiential Themes for Ontario

The suggested itineraries and experiential themes have been developed based on past OTMP Touring Guides. They will be used as the basis for annual tourism publications that are distributed to 1-800 telephone and other inquiries. The publications are used primarily by visitors from the United States and Canada as they plan their trip.

Use these themes to motivate your own thinking. Can you build a 'buyable' package that supports these themes/itineraries? Link to existing brands such as Grand River Country and Rideau Heritage Route or on provincial-wide experiences such as "theatre", whenever possible. This approach will build a critical mass of experiences and awareness of "Ontario - More to Discover" in the consumers' mind.

EXPERIENTIAL TOURS

1.	Summer Theatres Around Ontario	12.	Wine Country
2.	Hike Ontario	13.	Golfing in Ontario
3.	Ontario's Aboriginal Heritage	14.	Beer and Spirits
4.	Provincial Parks/ World Biospheres & Carolinian/Boreal Forests	15.	Spring/Summer Festivals
5.	Ontario's Museums (including aircraft collections)	16.	National Parks in Ontario
6.	Ontario's Rail Heritage	17.	Discover Ontario's Historic Waterways
7.	Ontario - Fun For Kids of All Ages	18.	Canoe Routes of Ontario
8.	Living History (Pioneer Villages of Ontario, Historic Homes, Ontario's Forts)	19.	Fishing in Ontario
9.	Gems of Ontario	20.	Cruising in Ontario
10.	Gardens and Arboretums	21.	Caves to Explore
11.	Wildlife Viewing/ Birding	22.	Great Beaches of Ontario

REGIONAL TOURS

Route Description	
1.	Toronto on the Town Theatre, galleries, concerts, museums, sports, neighbourhoods, shopping, wining and dining, outdoor pursuits.
2.	Toronto – Family Style CN Tower, SkyDome, Casa Loma, Science Centre, Living History, Harbourfront, Toronto Islands, Toronto Zoo, Ontario Place Special Events
3.	Pride in Black Heritage Windsor, Amherstburg, Point Pelee National Park, North Buxton, Chatham, Dresden.
4.	Ontario's West Coast Tour Sarnia, Petrolia, Grand Bend, Bayfield, Goderich, Blyth
5.	Niagara Peninsula Circle Tour Niagara Falls, Queenston, NOTL, St. Catharines, Jordan, Vineland, Beamsville, Grimsby, Welland, Port Colborne, Fort Erie, Niagara Falls
6.	Grand River Tour Fergus, Elora, West Montrose, Guelph, Cambridge, Paris, Brantford, Haldimand-Norfolk, Dunnville.
7.	Mennonite Country Kitchener-Waterloo, Fergus, Elora, Elmira, St. Jacobs
8.	Shakespearean Tour Shakespeare, Stratford, St. Marys, London, St. Thomas, Port Stanley, Port Burwell, Long Point, Tillsonburg, Ingersoll, Woodstock
9.	Hamilton Circle Tour Hamilton, Burlington, Oakville, Milton, Halton Hills, Acton, Guelph, Cambridge, Ancaster, Dundas, Hamilton
10.	Bruce Peninsula Tour Kincardine, Port Elgin, Southhampton, Sauble Beach, Wiarton, Lion's Head, Tobermory (Refer to specific product information provided by Bruce County Office of Tourism.)
11.	Southern Georgian Bay Tour Meaford, The Blue Mountains, Collingwood, Wasaga Beach, Midland/Penetanguishene.
12.	Historic Huronia Tour Holland Marsh, Alliston, Barrie, Orillia, Rama.
13.	Muskoka Playground Port Severn, Mactier, Bala, Gravenhurst, Bracebridge, Huntsville, Lake of Bays, Algonquin Provincial Park

14.	Lake Ontario Ports Whitby, Oshawa, Clarington, Port Hope, Coborg, Colbourne, Brighton
15.	Lake Ontario Historic Tour Trenton, Carrying Place, Picton, Belleville, Napanee
16.	Kawartha Tour Lindsay, Fenelon Falls, Bobcaygeon, Buckhorn, Burleigh Falls, Petroglyphs P.P., Lakefield, Peterborough
17.	Haliburton Highlands Dorset, Minden, Haliburton, Bancroft, Whitney, Madawaaka
18.	Tour Historic Upper Canada Lancaster, Cornwall, Morrisburg, Prescott, Brockville, St. Lawrence Islands National Park, Gananoque, 1000 Islands, Kingston
19.	Upper Rideau Canal Smiths Falls, Perth, Carlton Place, Ottawa, Kemptville, Merrickville, Smiths Falls
20.	Canada's Capital Region Parliament Buildings, Museums, National Arts Centre, National Gallery, Shopping, Dining, Sports, Outdoor Fun
21.	Near North Adventure Tour North Bay, Temagami, Mattawa, Sundridge, Magnetawan, Burk's Falls, Algonquin Park
22.	Follow the Ottawa Valley Arnprior, Renfrew, Eganville, Balaklava, Foymount, Wilno, Barry's Bay
23.	Georgian Bay Explorer Tour Parry Sound, Sturgeon Bay Provincial Park, Grundy Lake Provincial Park, Killarney, Sudbury, Espanola, Manitoulin Island
24.	Algoma Country Tour Sault Ste. Marie, Batchawana Bay, Wawa, Chapleau, Aubrey Falls, Thessalon, Blind River, Elliot Lake, St. Joseph Island, Sault Ste. Marie
25.	Frontier Trail Tour Timmins, Iroquois Falls, Cobalt, Haileybury, New Liskeard, Cochrane, Kapuskasing, Hearst
24.	North Superior Tour Thunder Bay, Kakabeka Falls, Sleeping Giant Provincial Park, Nipigon, Rossport, Terrace Bay, Marathon
25.	Sunset Country Circle Tour Fort Frances, Sioux Narrows, Kenora, Lake of the Woods, Vermillion Bay, Ear Falls, Red Lake, Dryden, Guelico Provincial Park, Fort Frances

Appendix D

Highlights of 'Case Studies'

Ontario has a wide range of packages and itineraries to learn from. The following table presents highlights of case studies from around Ontario as completed by Tourism Field Staff. Refer to this information for key factors to success and additional insights into building packages and itineraries. Many of these fit into the Packaging Continuum presented in Section One.

Tourism Product in Ontario

Highlights of Case Studies

Unattached attractions, facilities, services

Package	Partners	What is the value added?	Key Results	Keys to Success
St. Jacobs Country Shopping, farmers' market, factory outlet, tours – all branded under one name. Destination-based tour	Range of tourism suppliers in St. Jacobs area	Opportunity to see rural Canada Little or no entrance fee No parking charge	No gate or other means to track/evaluate	Awareness of the destination as providing a quality experience
"Grand River Country" Itineraries and packages sold under an umbrella brand to encourage participation by small suppliers	Private sector tour operators, educational tour operators, DMOs, OTAP, Conservation Authority and OMT staff	Itineraries	Unpaid media coverage Increased support of partners	Good team work Not expensive to participate All partners understood the bigger picture
Festival of the Falls – Bracebridge Free weekend event - April Self guided exploration of the 22 waterfalls of the Bracebridge area Established in 1995	Muskoka Tourism The Bracebridge Chamber of Commerce and area accommodation providers	Free event with wide range of experiences	Difficult to gauge, as venues are not gated and are spread out Estimated attendance at opening ceremonies increased from 350 in first year to 600 in second year	Commitment of Town Council Appeal of theme Wide range of activities

Themed Travel Itineraries

"Up the Line" auto touring tape for Ottawa Valley	Ottawa Valley Tourist Association (OVTa) – promotes and sells tape Madawaska Communications – produced and sells tape	Historical and geographical background of region Samples of local music	Over 200 tapes sold annually by OVTa. Program now under review – do opposite direction? Find corporate sponsor? Produce in French as well?	Each partner brought different expertise to the project - Madawaska Communications knew how to develop content for tape and OVTa had existing distribution channels.
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Package	Partners	What is the value-added?	Key Results	Keys to Success
Durham Countryside Adventure Annual weekend event in September that showcases agricultural heritage and many sites through self-guided driving tour.	Local communities, private sector business owners, historic sites, working farm operations etc. Each site pays a fee to be included in tour. Visitors are sold ticket to participate.	Each tour participant must offer an educational component or unique experience not normally offered to the public. Examples include tours of private homes, free gifts, samples, demonstrations etc.	Increased awareness of diverse features of region. More tour visitors each year. Commercial sites have increased sales and repeat business. The organization is financially self-sufficient after 3 years.	Dedicated volunteers, local sponsors, co-operation and commitment from communities and their leaders. Support from local area regional media – send complimentary passes to media reps and tour writers.
"Make a Garden Tour" Self-guided, free garden tours Participating businesses pay \$600 for radio and co-op ads that stations place on their behalf	Classical 96 and 103.5 FM radio stations in Cobourg Area green houses, flower shops, garden centres from Pickering to Belleville to Peterborough	Suggested themed itinerary Savings and specials offered to tour participants	Number of participating garden centres is increasing Positive feedback from garden centres	Promotion Early participation by high-end centres, which motivated interest from others
"Huron Harvest Trail" Self-guided touring itineraries in Huron County focused on 75 agri-tourism and other tourism suppliers.	Huron Tourism Association, Huron Federation of Agriculture, Agricultural Adaptation Council, Huron Business Development Corporation, Hensall Economic Development Committee, Ontario Agricultural Training Institute, Women and Rural Economic Development, The Bayley Group	User-friendly, self-directed menu of activities/experiences Brochure acts as planning and directional resource Complements existing overnight getaways within market area	Increased business at participating operations Some operators rely on this initiatives as only source of advertising New community partnerships, co-operative promotions between suppliers and events in planning stages	Diverse and high quality suppliers Energetic team
Small Town Ontario Pleasures "STOP" Itineraries in and around Pakenham area	Fulton's Forest and Farm Tours, Conservation Area, Stonebridge of Pakenham (retail, B&B, tea room), Textile Museum, Almonte BIA, other B&Bs	1-800 number	Increased FIT business Increase in customized tours for corporate groups New co-operative efforts between partners	Partners were all forward thinkers Sharing of administrative tasks

Single Supplier Packages				
Package	Partners	What is the value-added?	Key Results	Keys to Success
Hotel and Attraction Package Overnight accommodation, dinner, breakfast, and train tour. Option to include boat tour.	Pinewood Park Inn Resort and Conference Centre; Timber Train/Canadian Ecology Centre; ONTC; City of North Bay	One-stop shopping Good deal on all components	Initial response was excellent – received 3:1 return on investment in first year (room revenue to advertising costs)	Interesting package Great value Strategic/focused marketing
Stress Express Range of ½ day and full day overnight spa experience; pickup from VIA station in limo Ste. Anne's Country Inn and Spa	Ste. Anne's Country Inn and Spa VIA Rail	Package deals and group rates set at better price than sum of individual components	High % of repeat customers	VIA as partner Proximity to GTA Affiliation with Independent Innkeepers of Ontario as marketing tool
Multiple Supplier Packages				
Two night packages for guests visiting Kingston and Thousand Islands. Accommodation, cruise, gourmet dinner, theatre, coupon for museum, complimentary dessert, Dinner/sunset ceremony at Fort Henry mid-week	Primary: Kingston Historic Inns – Rosemount Inn and Hotel Belvedere and Kingston 1000 Island Cruises Thousand Island Playhouse Fort Henry Marine Museum Chez Piggy Restaurant	All dinner reservations made Complimentary dessert with either lunch or dinner 2 for 1 offer at museum \$25 gift certificate for return visit to accommodation provider	One Inn has increased sales dramatically as a result of this package Midweek package a key driver to increased mid-week sales	Good product with value for money spent Good brochure highlighting packages offered

Passage to Roseau Overnight cruise – developed, marketed and delivered by RMS Segwun Scheduled for traditionally slow times for ships	RMS Segwun Private cottage owners – summer and year round Clevelands House Windemere House	The packaged experience A unique opportunity to see inside 'millionaires row'	Demand generated to increase from one cruise in 1998 to three in 1999. Five are planned for 2000.	Unique product Strong emotional appeal for target market (early and active senior)
Bluesfest Festival Packages Bluesfest passes, transportation by VIA rail, hotel accommodation, shuttle service to/from festival site and Hull Casino (VIP treatment) and Bluesfest T-shirt	The Bluesfest festival, variety of hotels, VIA Rail Canada, Casino de Hull	Package available at lower price than if bought a la carte	Surpassed target of 200 packages in 1999 – sold 300 Increased visitation of out-of-town visitors	Quality and established product as anchor Aggressive marketing campaign

Multiple Supplier Packages (continued)				
Package (name and description)	Partners	What is the value-added?	Key Results	Keys to Success
Overnight package to African Lion Safari Overnight accommodation and a family day "On Safari" Hotels provide Safari admission tickets as part of package.	African Lion Safari 7 hotel partners 1 other attraction	Hotels added breakfast, kids packages (safari room), discounted 2 nd night if package was booked	All hotels exceeded 1 st year expectations New ticket sales to Safari	Working closely with hotels and printer to create effective price

Ontario East Scuba Diving Adventure: Scuba, accommodation, meal packages in Eastern Ontario Sold through 1-800 scuba network or by calling accommodation provider directly.	Ontario East Tourism Association Various accommodation providers in Kingston, Gananoque, Prescott, Brockville and Prince Edward County Scuba diving operators	Accommodation and meals at a lower rate Coupons for savings at partner facilities	No detailed tracking tools in place 52 hits to web site requesting brochure	A neutral body (OETA) to coordinate partners who were traditional competitors. Web site, 1-800 Communication skills of individual suppliers – ability to talk to interested groups.
Inn to Inn snowmobile packages – 10 available over various routes in eastern Ontario which all include accommodation, meals and trail map. Visitors pick a route, book package and follow trail map.	Ottawa Valley Tourist Association (OETA) Various accommodation providers Area snowmobile clubs	Accommodations and meals at lower rate One-stop shopping - first accommodation provider can book the rest of the route; trail permits sold by OETA if not available at first stop, detailed map of trails	Brochures produced doubled from 7,000 to 15,000 due to interest 3,600 new leads generated 126 room nights booked for 250 individuals	Promotions Participation in snowmobile trade shows

Package	Partners	What is the value-added?	Key Results	Keys to Success
Spirit Walks Range of 1/2 day to three day Aboriginal experiences – sites, community tours, craft sites, studio tours, native foods – 1999 was first year	16-20 people built the program and represented individual sites such as Petroglyphs PP, Canoe Museum, Serpent Mounds, artists' studios, craft sites, individual communities – Alderville, Curve Lake private sector accommodation provider – Victoria Inn	Brochure provides context for and listing of Aboriginal experiences Custom itinerary planning is available Personal contact through Spirit Guides who host the visitor	Higher profile for individual sites 8 groups of 20 during each week of June and September 5 tours during July/August increased sales at retail crafts outlets	Extensive planning including holding meetings at partner sites Partners held similar values and goals; also had commitment and respect for each other Previous experience with area tourism initiatives Sufficient product quality to package
"Inns and Arts" <i>Packages offered by members of the Independent Innkeepers of Ontario in the March to May period (traditionally slow period) themed on the arts.</i> Over 200 events over a 3 month period	25 properties located in southern Ontario Providers of on-site programs/activities as arranged by the Inns	A new reason to visit A motivator for day trippers	Total incremental revenue of \$750,000 to \$1.0 million achieved.	Working with key sponsors who had right "fit"
Tour Operator Packages				
Conservation Nature Tours Offers range of day and overnight tours	Saugeen Valley and Grey Sauble Conservation Authorities, Grey- Bruce Tourism Association, other DMOs and local adventure outfitters	Leaders/guides are experts who have travelled the world	Increase in trip offerings – started with a few, in 2000 will offer 40 different tour packages Demand for trips increasing dramatically	Diversity of product

<i>Package</i>	<i>Partners</i>	<i>What is the value-added?</i>	<i>Key Results</i>	<i>Keys to Success</i>
Northern Ontario Native Tourism Association NONTA Various fishing trips, wildlife viewing, canoeing, hiking and native culture visits	Non-profit associations to promote operations of native entrepreneurs in Northern Ontario.	Unique learning opportunities Authentic product	US angling program has grown 10-20% a year since inception	Partnering with all three levels of government and private sector.
Niagara Falls Tours Receptive operator acting as "official package partner" for Shaw Festival	Niagara Falls Tours Shaw Festival	Professional vacation planning	Decreased average phone time from 45 to 25 minutes as packages that have been refined are selling better FIT packages increasing as % of total business	Link with Shaw Festival gave NFTA instant credibility
Royal Botanical Gardens (RBG) <i>various packages</i> with area attractions – guided tours, luncheons, dinners, festivals/events luncheon theatre	RBG, area attractions such as Dundurn Castle, Niagara Parks Commission, Shaw Festival, local hotels RBG is booking agent – confirms, controls, tracks Charges .25 cents service charge per person	Convenience, one stop shopping Discounted admission rates	54% increase in group sales in first year full-page co-op ads in tour planners and tour operator catalogues for fraction of price	- Maintaining administrative control - Custom designed booking/database software - Package price same as rate operator would package for
Stratford Festival Accommodations Bureau Toll free accommodation booking service. Stratford Festival administers programme, maintains database, hires and trains staff for call centre. Suppliers contribute to costs.	Stratford Festival 186 B&Bs 47 Guest Houses 35 hotels/motels room allotted to booking service at average per booking cost of \$4 contracts are signed that set standard fees and room allocations	Extensive database of partner properties Link from ticket office of Festival for seamless transaction for visitor	Increased bookings for supplier. Many B&B's discontinue partnership after becoming established and repeat business.	Customer service approach Cross marketing – Telephone number of Bureau is in all marketing pieces of Festival

Appendix E

Contact Information – Ontario Tourism Marketing Partnership, Tourism Field Staff and other Useful Contacts

Ministry of Tourism Field Staff in your area can provide you with the most current and relevant information and a wide variety of other useful contacts, including Ministry of Citizenship, Culture and Recreation or Ministry of Agriculture and Rural Affairs as appropriate. A number of other contacts and Internet addresses are also included for your reference.

Field Staff with Tourism Assignments

OTMP
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www.ontariotravel.net and www.tourismpartners.com Tourism

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Last Updated February 17, 2000

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Other Useful Contacts for tourism-based research

OTMP - Research

www.ontario-canada.com/tourism/research

Provides current forecasts, review of visitation to date and links to a wide range of tourism-related sites.

Canadian Tourism Commission (CTC)

8th Floor West, 235 Queen Street
Ottawa, Ontario
K1A 0H6 Canada
Phone: (613) 946-1000

www.canadatourism.com

Provides research by origin market – "Pleasure Travel to North America" for a range of origin markets including Germany and United Kingdom, with focus on how to deal with travel trade by market; also provides range of sector specific research.

Tourism Information Exchange

www.ctc-ctx.com

CTC Tourism Reference and Documentation Centre (TRDC) 613 954-3943 or email: trdc.ctc@ic.gc.ca

Canadian Tourism Research Institute

www2.conferenceboard.ca/ctrl/

Travel Industry Council of Ontario (TICO)

2700 Matheson Blvd. East
Suite 402, West Tower
Mississauga, Ontario L4W 4V9
Tel: 905 624 6241
1-888 451 8420 (TICO)
fax: 905 624 8631
www.tico.on.ca

TICO is responsible for administering the Ontario Travel Industry Act, which governs approximately 3,000 travel retailers and wholesalers.

Northern Tourism Marketing Corporation (NTMC)

Suite 310, 1100c Memorial Ave.

Thunder Bay, Ontario P7B 4A3

Phone: (807) 346 6862

Fax: (807) 346 6892

e-mail: info@ntmc.on.ca

<http://www.ntmc.on.ca>

Statistics Canada

www.statscan.ca

Can provide custom runs of household spending from most recent census and also do customized runs of the International Travel Survey

Tourism Statistics Program

Statistics Canada

3-R.H. Coats Building

Tunney's Pasture

Ottawa, Ontario K1A 0T6

Travel and Tourism Research Association (TTRA)

P.O. Box 2133

Boise, Idaho 83701, USA

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Email: ttra@worldnet.att.net

www.ttra.com

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